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2 June 1976

25X1A

MEMORANDUM FOR: Director of Training

FROM : [redacted]
Intelligence Training Branch, Intelligence Institute

SUBJECT : Course Report, Intelligence Process Course No. 3-76, 19 April - 21 May 1976

The full-time Intelligence Process Course (IPC - Tab A) successfully concluded on Friday, 21 May, with no serious administrative problems encountered during its five weeks of operation. The stated objectives of the course were met in the view of the course managers. The major disappointment for the students was the strict new regulation of the Joint Chiefs of Staff that ruled out a visit to the National Military Command Center. On the positive side, the class members were greatly impressed by the openness and frankness of House Minority Leader John Rhodes who spent a half hour during the final week of the class discussing his view of intelligence and its importance to the Congress. Student reaction to the intelligence case studies presented by the various production offices (Tab B) was positive throughout the course.

1. Student Participation

The members of IPC 3-76 were enthusiastic and attentive from the beginning to the end of the course. The quality of discussions with guest speakers was uniformly high. Several of the offices the class visited have sent back word that the office participants were impressed with the quality and thoughtfulness of the students' questions. Student spirit and cohesion was good from the start even though the range of experience of the class was quite broad (Tab C). Student cooperation with the course managers was excellent throughout the five weeks. This is the first class we have worked with that was uniformly on time, particularly gratifying when traveling by bus to other CIA components and agencies of the National Foreign Intelligence Board.

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Student performance in the writing and briefing exercises was of good quality and the group was serious about its work. There was a high level of cooperation with the Intelligence Training Branch instructors managing these particular exercises, [redacted] 25X1A

The students demonstrated on one occasion just how attuned the "younger generation" is to computers. During the two-day group writing exercise, one subgroup composed their report on a terminal in OTR's Information Science Training Branch, and then submitted a subsequent print-out instead of retyping the report by hand.

This session of the course again gained an extra dividend from the mixing of Career Trainees (11 of the 21 class members) and direct-hire professionals (both those relatively new to the Agency and those upgraded to professional status after some years of service). There was a good deal of informal learning by students from students over the entire length of the five weeks.

2. Student Evaluation (Tab D)

Students found the course effective, well-balanced, and helpful. Several stated an intent to recommend it to others. One, who had initial doubts about its value, described it in the evaluation as a "highlight" of his first year in the Agency.

The students almost uniformly found the writing and briefing exercises to be useful and worthwhile. The visits to other intelligence collectors and producers in the community, to Capitol Hill, and the White House were valued by almost all of the students.

As part of the evaluation form, students were asked to mark on an ascending scale of 1 to 7 the degree to which they felt the course met its objectives. The ratings ranged from 5 to 7 with an average of 6.3. The eleven Career Trainees rated the course at 6.2. (Four gave the course a 7, three gave it a 6, one a 6.5, one a 5.5, and two a 5.) This level of rating mirrors the experience of the previous IPC, when the CTs as a group also rated the course slightly lower than the overall average. This time the two lowest ratings were given by CTs, both destined for the Operations Directorate.

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3. Student Observations and Suggestions

Criticism by some students of a few presentations tended to be canceled by praise from others, reflecting the differing backgrounds and expectations of the class members. The National Security Agency (NSA) and the other Defense Department briefings, however, brought the usual comments about too many charts and too much emphasis on organization at the expense of descriptions of the work performed by those organizations.

A few students believed too much emphasis was given during the course to the Office of Current Intelligence. We believe this comment resulted from their failure to separate OCI's responsibility for current political reporting from its duties as the primary publisher of current national intelligence; intelligence OCI selects from the output of the entire Intelligence Community. Almost all the production offices make reference in their briefings to their contributions to the National Intelligence Daily and the President's Daily Brief, which are, of course, published through OCI.

There was also some feeling that more attention could be given in the course to the Directorate for Operations, specifically to problems and procedures that might affect the servicing of requirements.

4. Problems Encountered

The only administrative problem of consequence was the failure of a Trailways bus to arrive at Headquarters to transport the class to NSA at Fort Meade on 5 May. The bus was dispatched by Trailways according to the CIA Motor Pool, but had not shown up an hour after it was scheduled to arrive. We canceled the bus and the students formed car pools for the trip to NSA.

25X1A Thanks to excellent backup support from our training assistant, [redacted] the NSA training coordinator was contacted at the NSA reception office and was able to adjust the day's schedule to minimize the time lost.

The cost of POV transport, incidentally, proved to be considerably less than the charter bus would have cost. We do not recommend POV transport as a matter of course, however, and hope that Agency Blue Birds will be available for the next such trip, as they usually have been in the past.

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The denial of a visit to the National Military Command Center because of the strict new rules of the Joint Chiefs of Staff on admission to the Center left us with an open afternoon the last week of the course. We asked Bob 25X1A [redacted] of the Information Science Training Branch, FTD/OTR, to present a session for that afternoon on network analysis as an intelligence tool. The discussion of the technique produced a lively debate and provided a good prelude to the presentation on crisis management by [redacted] of 25X1A the Intelligence Community Staff on the final day of the course.

5. Results of Changes and Innovations

New presentations that were added to the course are discussed below in the order they appeared in the schedule:

25X1A -- [redacted] Collection Guidance and Assessment Staff/DDI and a member of the previous IPC class, presented an effective briefing on the ins and outs of the requirements process, particularly as applied to requests for imagery.

-- We introduced a session on the use of simulation models for identifying collection requirements on the third day of the course. Although this 25X1A presentation by [redacted] received mixed appraisals from the class, we believe it was useful in illustrating new ways the Agency is exploring to identify its problems and goals.

-- The film "Who Owns the Seas?" worked out well in highlighting types of new intelligence problems that are highly complex and multidisciplinary in scope. The film related well to the visit to the Office of Geographic and Cartographic Research which came later in the course.

-- A session on information handling and intelligence presentation in the future went over reasonably well in its first presentation. We think that this view into intelligence work in the relatively near future--presented jointly by DDS&T's Center for the Development of Analytical Methodologies and OCI's Methods and Technologies Staff--can be a useful feature of the course.

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25X1A -- [redacted] Director of the Strategic Warning Staff, presented a balanced portrayal of this small but important staff and where it fits into the intelligence process. It was well to remind the students of the number one intelligence priority.

6. Future Changes and Innovations

After three sessions, the Intelligence Process Course appears to be covering its subject matter and objectives quite thoroughly.

A briefing on classification and compartmentation that was introduced in the previous class continues to have problems, and was critically commented on by a number of students. In this case the briefer was probably too senior and gave a broad managerial overview when we needed a nuts-and-bolts approach. We plan to revise this briefing considerably for the next session of the course. It is obvious to us that considerable confusion exists in the minds of the students over the meaning and importance of caveats and code words governing the use of information reports and finished intelligence.

We also plan to explore over the summer whether there is an appropriate place in the IPC for an Intelligence Community Staff presentation. At the moment, our thinking envisages a briefing from the Production, Assessment, and Improvement Division of the Office of Performance, Evaluation, and Improvement. We contemplate a session that would go into how this division goes about assessing and evaluating intelligence production, relying on the case study approach to see how consumer comment on the product is obtained. We do not want to get a broad general briefing on Agency successes and failures.

7. Student Concerns

The only concern expressed by the students worthy of note was a continuing stress by a few of the Career Trainees on their cover. This is a legitimate concern, but few of the newly hired trainees appeared to have a good understanding of the realities of cover, the philosophy of plausible denial, or the fact that many of them will be known as Agency employees to host services overseas. Most of the CTs adjusted to the necessity of riding the Agency's

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well known Blue Bird buses for visits to other offices of the Agency and to other NFIB agencies. Several expressed continuing concern, however, about other agencies receiving and handling of security clearance rosters that had to be sent through Office of Security channels prior to class visits.

A compendium of class statistics is located at Tab E.

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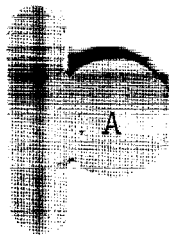

INTELLIGENCE PROCESS COURSE #3-76

19 April - 21 May 1976

Room 912
Chamber of Commerce Building

Intelligence Institute
Office of Training

STAFF

25X1A [redacted] Training Assistant)

[redacted]

25X1

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COURSE OBJECTIVES

Upon completion of the Intelligence Process Course the student will:

--Have a basic knowledge of the intelligence process and the interaction that occurs among its several components: intelligence objectives; requirements; sources of collection; processing, storage, and retrieval of information; analysis; production; and presentation.

--Understand the contribution of intelligence to decision-making at the executive level and to supporting the executive level in carrying out national policies.

--Be familiar with the scope of intelligence research and the broad range of analytic methods developed within and used by the Agency and other members of the Intelligence Community to produce finished national intelligence.

--Be conversant with the variety of intelligence publications and production methods that are used to meet the requirements of foreign intelligence consumers.

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COURSE METHODS

1. Intelligence specialists from within CIA and from other agencies within the Intelligence Community will give presentations to the class. Assigned reading and motion pictures will be used to prepare students for the presentations or to enlarge on the scope of the presentations.

2. Analysts from CIA and other intelligence agencies will conduct discussions and panels with class participation. Working analysts will use case studies to examine the intelligence process in operation. In presenting these case studies, the analysts will consider tasking, research, analytical techniques, coordination, and methods of presentation.

3. Members of the class will perform a number of exercises that reinforce their understanding of classroom lecture/demonstrations on presentation skills and problems.

4. The class will visit several intelligence facilities in the Washington area to observe collection, processing, analytic, and presentation activities. Attention will be given to examining methodologies developed by components of the Intelligence Community to meet particular collection and analytic needs.

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INTELLIGENCE PROCESS COURSE #3-76
19 April - 21 May 1976

Monday, 19 April — Room 912, C of C

0845-1000 Course Introduction — [redacted] 25X1A

-Administrative Affairs
-Presentations and Introductions
-Class Members' Profiles and Interest Inventory
-Security Arrangements
-Overview and Requirements

1015-1200 Film: Scientific Intelligence in World War II

Many of the tenets and practices that underlie intelligence work today were developed in World War II. This film illustrates how finished intelligence, based on and including a meshing of requirements, all-source collection, analysis, and appropriate methods of presentation, affects policy decisions.

1200-1300 LUNCH

1300-1430 U.S. National Security and Foreign Intelligence

Directed Reading:
-Strategic Intelligence for American World Policy, Sherman Kent (Preface, Chapters 1, 9, 10, 11)

-Perspectives for Intelligence; 1976-1981

-Cloud 9: A Problem in Intelligence Production, [redacted] 25X1A

1430-1600 The Intelligence Cycle — [redacted] 25X1A

U.S. positive foreign intelligence is presented as a continuous process involving close interaction between the policy-level user of foreign intelligence and collectors and analysts.

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Tuesday, 20 April		Room 912, C of C
0900-0930	Film: The Blackbirds Are Flying *The background and development of the SR-71 reconnaissance aircraft.*	
0930-1030	Directed Reading: -Intelligence for Policy Chiefs, 25X1A [redacted] -CIA Intelligence Support for Foreign and National Security Policy Making	
1030-1130	Film: A Point in Time *This film traces the development of today's overhead reconnaissance systems.*	25X1A
1130-1300	Special Imagery Briefing/ Classification and Compartmentation *A brief review of compartmented clearances, what they mean, when they are applied, and how restrictions can be removed to enable the widest possible exploitation of information.*	[redacted] Chief, Liaison and Control Group, Collection Guidance and Assessments Staff/DDI
1300-1400	LUNCH	25X1A
1400-1530	Requirements *The establishment of collection goals and work priorities for both collectors and analysts is one of the most important and frustrating tasks of resource managers. During this session the formal and informal structures for determining what to collect will be explored. Special emphasis will be given the Committee on Imagery Requirements and Exploitation-(COMIREX).*	[redacted] Collection Guidance and Assessments Staff/DDI

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Wednesday, 21 April — Room 912, C of C

0900-1030 — Directed Reading:
-The Case For A Holistic Intelligence
25X1A [redacted]
-The Directorate of Operations — 25X1A

1030-1200 — Clandestine Sources of Information — [redacted], Near East Division/DDO

An overview of the Directorate of Operations with special focus on clandestine collection activities.

1200-1300 — LUNCH — 25X1A

1300-1430 — Collecting and Reporting from Liaison Sources — [redacted], Former Agency Official

Intelligence information from non-U.S. intelligence services constitutes a significant input to the U.S. system. The nature and scope of this information is described by an experienced officer.

1445-1615 — Use of Simulation Models in the Identification of Collection Requirements — To Be Announced

The need to provide sharper, more definitive guidance to human source collectors has led to the development of several models designed to provide precise instructions. The complexity of present-day intelligence problems demands better direction for scarce human resources.

25X1A [redacted], Information Science Training Branch, Functional Training Division/OTR

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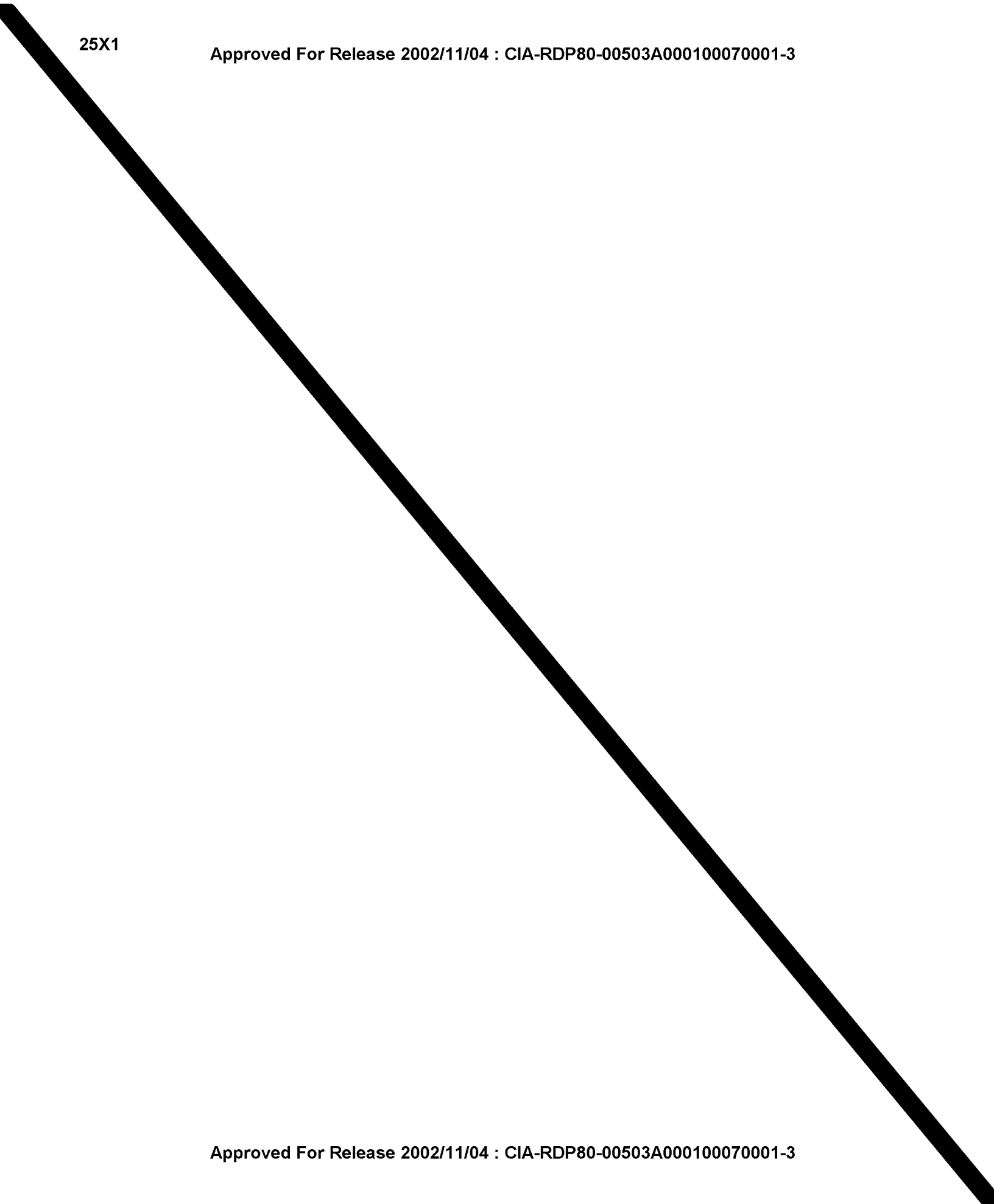

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Friday, 23 April — Room 912, C of C

0830-1000 Directed Reading:
-Intelligence Support to the U.S. Salt Delegation, [redacted]. 25X1A
25X1A -Scientific and Technical Intelligence, [redacted]
-Another View of S&T Analysis, [redacted] 25X1A
25X1A
-The Oxcart Story, [redacted] 25X1A

1000-1130 Introduction to the World of Science and Technology

[redacted], Chief, Advanced Technology Branch, Military Technology Division, Office of Scientific Intelligence/DDS&T

25X1A [redacted] introduces the Directorate of Science and Technology, especially the production offices, OSI and OWI. He also presents a case study on how CIA has followed Soviet laser development.

1130-1300 LUNCH 25X1A

1300-1400 Terrorism as an Intelligence Problem

[redacted], Office of Current Intelligence

Meeting the challenge of terrorist operations has meant the development of new techniqeus and cooperative arrangements between analytical and operational components.

1400-1500 Film: Who Owns the Seas?

This film portrays the many complex, interrelated factors that must be taken into account in dealing with problems that go beyond the bounds of traditional disciplines. Many of the offices visited during the remainder of the course are experiencing problems reflected in the film in trying to handle emergent areas of intelligence interest.

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25X1A

Monday, 26 April

[redacted]

VISITS TO NATIONAL PHOTOGRAPHIC INTERPRETATION CENTER AND IMAGERY ANALYSIS SERVICE

0815	Bus Departs for NPIC	
0900-1230	Overview of Origin and Productivity of the NPIC/DDS&T	John Hicks Director, NPIC
	Mr. Hicks' overview will be followed by presentations by selected NPIC units on programs of the NPIC; the work of the imagery analyst/interpreter, collateral support; the interface between the Center and production elements of the Intelligence Community and other consumers; and projections into the near future.	
1230-1330	LUNCH	25X1A
1330-1600	Imagery Analysis Presentations and Tours	[redacted] Deputy Director, IAS
	Overview of IAS/DDI responsibilities and productivity; distinctions between the work of NPIC and IAS; programs and products; and analyst to analyst discussions.	
1615	Bus Departs for C of C Building	

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Tuesday, 27 April		Headquarters
0900-1200	The Analyst at Work in Scientific Intelligence (OSI) *A senior intelligence officer describes the nature and scope of scientific intelligence production and its significance to national security decision-making. Sources, tasking, and analytic methodologies are discussed in case study presentations.*	Room 6F21 [redacted] 25X1A Deputy Chief, Life Sciences Division, OSI/DDS&T [redacted] 25X1A
1200-1330	LUNCH	
1330-1630	The Analyst at Work in Weapons Intelligence (OWI) *A discussion of the all-source approach to analysis of foreign missile and space activity; case studies of weapons systems.*	Room 6F21 Richard Hineman Deputy Director, OWI/DDS&T [redacted] 25X1A

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Wednesday, 28 April — Room 912, C of C

0900-0945 Principles of Good Agency Writing — [redacted] 25X1A

25X1A [redacted] *discusses the importance of clear, concise prose in intelligence reporting and production and outlines the writing requirements of the various Directorates.*

Intelligence Training Branch/Office of Training

1000-1200 Panel of DDI Editors — [redacted] 25X1A

Working-level editors will discuss their role in intelligence production and the special problems that arise in processing intelligence for final dissemination to the consumer.

1200-1300 LUNCH

1300-1630 Short Writing Exercise

In this first writing exercise, the class will work from a packet of intelligence information reports to produce a short item of finished intelligence using the principles outlined in the morning session.

Thursday, 29 April — Room 912, C of C

0900-1600 Writing Exercise — [redacted] 25X1A

For the next two days, the class will work on a longer intelligence report that would be submitted to the National Intelligence Daily. The class will be split into three groups, each to prepare an assessment from the point of view of a different production office of the prospects for stability in a given country. Production Officers from the three offices will critique these reports from the point of style and approach to the problem during the fourth week of the IPC.

Friday, 30 April — Room 912, C of C

0900-1600 Writing Exercise

Continuation and conclusion of two-day writing exercise.

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Monday, 3 May		Room 912, C of C
0900-1030	Directed Reading: -An Assessment of OCI's Superstructure, [redacted]	25X1A
	-View from the Hot Shop, [redacted]	25X1A
	and [redacted]	25X1A
	-The Art of China Watching, [redacted]	25X1A
	-A Report on Intelligence Alert Memoranda	
1045-1215	[redacted]	25X1A
25X1B		[redacted] Office of Scientific Intelligence/DDS&T
1215-1330	LUNCH	25X1A
1330-1500	Time Dominated Reporting *The speaker explores with the students some of the constraints and frustrations caused when finished intelligence must be produced under short deadlines.*	[redacted] Chief, East Europe Branch, Office of Current Intelligence/DDI
1515-1600	General Course Review and Discussion	ITB Staff

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Tuesday, 4 May		Headquarters
0845-1015	Use of Graphics in Intelligence Production	Room 1E78
25X1A	[redacted] *discusses the growing importance and use of graphics in intelligence production and offers a quick look at some future developments.*	[redacted] 25X1A Chief, Visual Information and Design Branch, Office of Geographic and Cartographic Intelligence/DDI
1030-1230	Visit to OGCR's Cartography Division	Room GH08
	The class will tour the Division where maps, charts and briefing materials are produced for all of the DDI and DDS&T. They will also see the Agency's unique computer-driven map-making machine.	[redacted] 25X1A Chief, Cartography Division/OGCR [redacted] 25X1A
1230-1330	LUNCH	
1330-1630	The Analyst at Work in Current Intelligence (OCI)	Room 6F21
	OCI's role as both producer and publisher of national intelligence will be discussed. OCI analysts will discuss their work in producing daily intelligency for the highest levels of government, their contributions to producing National Intelligence Estimates, and their participation in task forces during times of crisis.	25X1A [redacted] Executive Officer, OCI, Coordinator [redacted] 25X1A

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Wednesday, 5 May — NSA Operations Building

VISIT TO THE NATIONAL SECURITY AGENCY

This program at Fort Meade orients the class to the broad responsibilities of NSA.

0730	Bus Departs Headquarters (Main Entrance) for NSA	
0830	In-Processing and Program Introductions	[redacted] (Coordinator) 25X1A
0845-1615	Briefings and Tours	25X1A

Briefings given at NSA are designed to include NSA/Central Security Service mission and functions, collection and communications security problems, and principles of cryptography. A tour of [redacted] 25X1A *will be made unless operational activity on the day of the visit precludes such a visit.* 25X1A

1630	Bus Departs NSA for Headquarters

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Thursday, 6 May		Magazine Building
	VISIT TO THE OFFICE OF GEOGRAPHIC AND CARTOGRAPHIC RESEARCH	
0830	Bus Departs for Magazine Building	
0900-1200	Geography in Intelligence Analysis	John Kerry King Director, OGCR
	The Director of OGCR/DDI discusses geography as an element of national power, geographic research in CIA, and the role of cartography in the analysis and presentation of intelligence.	[redacted] 25X1A
	Other presentations will give particular attention to OGCR's Atlas program, Intelligence Mapping program, Law of the Sea support, and Environmental Analysis Staff.	
1200-1300	LUNCH	
1315	Bus Departs for C of C Building	
1330-1630	Guidelines for Oral Presentation in Intelligence	Room 912, C of C
	This experienced officer presents guidelines for effective intelligence briefing, including the use of graphic aids. He presents some practical demonstrations.	[redacted] 25X1A Intelligence Training Branch, Office of Training

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Friday, 7 May		Anacostia, Bldg. T-5
	VISIT TO DEFENSE INTELLIGENCE SCHOOL	
0815	Bus Departs for DIS	
0800-0910	Welcome by the Commandant, DIS	[redacted] 25X1A Captain, USN
0910-1015	Missions and Functions of the Defense Intelligence Agency	[redacted] 25X1A DIA, Directorate for Management and Plans
1020-1130	Defense Attaché Briefing	[redacted] 25X1A
1130-1230	LUNCH	
1230-1300	Missions and Functions of Army Intelligence	Maj. Dorton
1300-1330	Missions and Functions of Navy Intelligence	Cmdr. Roser
1340-1410	Missions and Functions of Air Force Intelligence	Capt. Palmer
1410-1440	Missions and Functions of Marine Corps G-2	Maj. Paginelli
1450-1600	DIA Support to MBFR	[redacted] 25X1A
1615	Bus Departs for C of C Building	

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Monday, 10 May		Headquarters
0900-1200	The Analyst at Work in Strategic Research (OSR) *An overview of the intelligence production activity of the Office of Strategic Research is followed by discussions of specific analytical programs in support of current intelligence needs for OCI, the National Intelligence Officers, and others; case studies of selected research and reporting are discussed as to content and methodologies employed.*	Room 3G02 [redacted] 25X1A Chief, Regional Analysis Division/OSR [redacted] 25X1A
1200-1300	LUNCH	
1300-1530	Information Handling and Intelligence Presentation Tomorrow *A view of some experiments conducted to rationalize intelligence production in an age of burgeoning information and telescoping deadlines.*	[redacted] 25X1A Center for Analytical Support, Office of Research and Development, DDS&T [redacted] 25X1A Methods and Technologies Staff, OCI

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Tuesday, 11 May		Headquarters	
0900-1030	Review of Writing Exercise *Production Officers from three different DDI production offices will critique the joint papers prepared by the students during the second writing exercise. Their emphasis will be on style and presentation--the treatment of the material rather than the substantive content.*	1E78 [redacted] (OER) (OSR) (OCI)	25X1A
1045-1630	VISIT TO CENTRAL REFERENCE SERVICE *The day's activities will include and overview of the duties and responsibilities of CRS; briefings on Project SAFE (a computerized dissemination and filing system) and its expected impact on intelligence analysts,* [redacted] *Pictorial Services; and visits to the analytical shops in the Information Services Group and to terminals of external data bases available to CIA.*	1E78 [redacted] Coordinator [redacted] Deputy Director/CRS [redacted]	25X1A 25X1A 25X1A

25X1B

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Wednesday, 12 May		Headquarters
0900-1200	The Analyst at Work in Economic Research (OER) *The overall responsibilities and productivity of the Office of Economic Research; several economic case studies illustrate the type of finished intelligence production in OER and the research strategies employed.*	Room 4F31 [redacted] 25X1A Chief, Developing Nations Division/OER [redacted] 25X1A
1200-1330	LUNCH	
1330-1630	The Analyst at Work in Political Research (OPR) *Overview of the Office of Political Research and a discussion of political research and reporting. Several key OPR analysts will discuss their research projects and the analytical methods they employ.*	Room 3E62 [redacted] 25X1A Deputy Director, OPR/DDI [redacted] 25X1A

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Thursday, 13 May — Room 912, C of C

0830-1030 Briefing Preparation

This time is provided for the students to prepare for the first briefing exercise which follows.

25X1A

1030-1200 Briefing Exercise [redacted]

The students will present 6-to-7 minute briefings which will be videotaped for later playback and critique.

1200-1300 LUNCH

1300-1600 Briefing Exercise (Conclusion)

Friday, 14 May — Room 912, C of C

0900-1200 Video Playback of Student Briefings [redacted] 25X1A

The briefings presented by each student on Tuesday will be played back and individually critiqued.

1200-1300 LUNCH

1300-1600 Video Playback (Continued)

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Monday, 17 May		Room 912, C of C
0900-1030	Strategic Warning Staff *This interagency staff is responsible for monitoring possible major threats to the national security of the US. The staff concentrates its attention on military events.*	[redacted] 25X1A Director, Strategic Warning Staff
1040-1200	Intelligence: The Consumer and Policy Implications *The speaker, a senior DDO officer, will use his experience in Washington and abroad to discuss the use of intelligence by policy and decision makers. He will discuss some of the ways finished intelligence gets to decision makers and some of the realities of the relationship between intelligence and policy.*	25X1A [redacted] Deputy for Operations Training, OTR
1200-1330	LUNCH -- Students move to Headquarters for remainder of day.	
1330-1430	State as an Intelligence Consumer *The speaker discusses the State Department's relation to national intelligence and how this in turn relates to departmental policy support.*	Room 7E32, Headquarters Ned Davis Bureau of Intelligence and Research, Department of State
1430-1530	CIA Library *This time is left open for those students who have not otherwise had an opportunity to familiarize themselves with the Library and its holdings.*	Library, Main Floor Headquarters

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Tuesday, 18 May		Headquarters
0900-1030	The National Intelligence Officer (NIO) *Two NIO's will discuss their responsibilities and activities as senior substantive intelligence officers.*	Room 7E62 [redacted] 25X1A Coordinator [redacted], NIO Middle East NIO Economics
1045-1145	Intelligence for the President	Room 2E62
25X1A	[redacted] *discusses the preparation and presentation of intelligence to the President on a daily basis.*	25X1A [redacted] Chief, White House Support Staff, OCI/DDI
1200-1330	LUNCH	
1330-1430	Congress as Intelligence Consumer	Room 2E62 25X1A
25X1A	[redacted] *discusses Congressional use of finished intelligence and the evolving Congressional view of the importance of sound intelligence.*	[redacted] Assistant to th Congressional Briefing Officer, DDI
1445-1545	Visit to CIA Operations Center	Room 7F27 25X1A
	The Agency's 24-hour control center, the Operations Center alerts Agency officials to critical events and is CIA's after hours contact point to the Intelligence Community and the White House.	[redacted] D/Chief, CIA Operations Center

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Wednesday, 19 May

0830-0930	Career Training Program *This time is set aside for CTP administrative purposes prior to the CTs going on to their interim assignments.*	CTP Office
0930	Bus Departs Chamber of Commerce for the Pentagon	
1000-1200	Tour of the National Military Intelligence Center *The NMIC is DIA's 24-hour current intelligence support operation. It provides major intelligence support to the National Military Command Center.*	[redacted] 25X1A Program Coordinator [redacted] 25X1A Directorate for Intelligence, Briefing Officer
1200-1330	LUNCH	
~~1330-1500~~	~~Tour of the National Military Command Center~~ *The NMCC provides around-the-clock support to the Joint Chiefs and the Secretary of Defense on all operational matters affecting the armed forces. The Washington terminal of the "Hot Line" is located in the Center.*	~~TENTATIVE~~ C A N C E L L E D
1330	Bus Departs Pentagon for C of C Building	
1400-1630	Network Analysis A 30-minute film and practical exercise illustrating one of the newer approaches to intelligence analysis and problem solving.	Room 912, C of C [redacted] 25X1A Information Science Training Branch, FTD/OTR

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Thursday, 20 May

0845-0945	Briefings on Congressional Use of Finished Intelligence *	Room 7E62, Hqs. Charles Meissner Senate Foreign Relations Comm.
0950	Bus Departs Hqs for Capitol Hill	
1030-1100	Briefing	John Childers Senate Government Operations Comm.
1100-1330	LUNCH and House and Senate and Committee Sessions	
1330	Bus Departs Capitol Hill for the White House	Room H-227, the Capitol Hon. John Rhodes
1400-1530	The White House Situation Room *A senior member of the staff will discuss the operation of the Situation Room and how it handles intelligence support for the President.*	Sally Botsai Dep. Chief, WHSR
1545	Bus Departs for C of C Building	

25X1A

* [redacted] of the Office of Legislative Counsel attended these briefings

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Friday, 21 May		Room 912, C of C
0900-1030	Intelligence Analysis in "Crisis" Management	25X1A
25X1A	[redacted] *discusses intelligence analysis in crisis management and describes current and future systems for alerting and warning.*	[redacted] Intelligence Community Staff
1030-1100	Course Summary	ITB Staff
1130-1330	DUTCH TREAT LUNCH	
1400-1530	The Directorate of Intelligence *Mr. Walsh will provide some perspective on the issues and problems which currently confront the Directorate of Intelligence.*	Paul V. Walsh Associate Deputy Director for Intelligence
1530-1600	Course Evaluations and Closing Administrative Matters	ITB Staff

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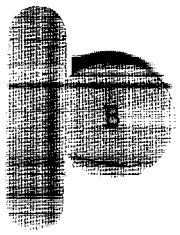
Case Study and Development Briefings, IPC 3-76



PRODUCTION OFFICE PRESENTATIONS

Office of Scientific Intelligence

Soviet Laser Development

25X1A [redacted]

25X1B [redacted]

Environmental Factors and Job Performance - Human Engineering

25X1B [redacted]

Office of Weapons Intelligence

Determining Characteristics of the SA-5 GAMMON Missile

Anti-submarine Warfare; An experiment in Collector - Analysis Interaction

Office of Geographic and Cartographic Research

Map and Chart Production

The Geographic Atlas Program

Support for Law of the Sea Negotiations

Map Support for Middle East Negotiations

Watching Soviet Grain Production; a Case of Multidisciplinary Analysis

Office of Current Intelligence

Problems of Analyzing Soviet Political Developments

Life on a Crisis Task Force

Producing an NIE on Italy and Reporting the [redacted] 25X1A

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PRODUCTION OFFICE PRESENTATIONS
(continued)

Office of Strategic Research

Current Military Reporting - The Cyprus Crisis

A Study of Italian Mobilization Procedures

An Interagency Study of Soviet Deception and Concealment re SALT

Applications of the Interim SAFE System

Office of Economic Research

The Weather and Economic Forecasting

Analyzing Europe's Economic Recovery

Watching OPEC Investment Policy

Office of Political Research

An Analysis of Sukarno's Role in the Indonesian Coup

Soviet Political Studies

Baysian Analysis and Other Modeling Tools in Long-term Research

SPECIAL METHODOLOGY AND DEVELOPMENT BRIEFINGS

Information Science Training Branch/OTR

Use of Simulation Models in the Identification of Collection Requirements

Network Analysis as an Intelligence Tool

Office of Research and Development

Information Flows and Crisis Management; Some Plans for the Future

Presentation of Intelligence to the President - Random Access Systems

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SPECIAL METHODOLOGY AND DEVELOPMENT BRIEFINGS
(continued)

Office of Current Intelligence,
Methods and Technologies Staff

A Try at Predicting the Outcome of the Greek Election

Development of a Three-Dimensional Model of UN Voting Behavior Patterns

Intelligence Community Staff

Analysis of Crisis Management - The Dynamics and Failures of Warning and Alerting Systems

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Intelligence Process Course -- Evaluation Form

Name_____(Optional)

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--Understand the contribution of intelligence to decision-making at the executive level and to supporting the executive level in carrying out national policies.

--Be familiar with the scope of intelligence research and the broad range of analytic methods developed within and used by the Agency and other members of the intelligence community to produce finished national intelligence.

--Be conversant with the variety of intelligence publications and production methods that are used to meet the requirements of foreign intelligence consumers.

The IPC undergoes continuous review and modification to achieve maximum utility, and any comments you make -- especially constructive suggestions for improvement -- will be valuable to us in designing the next course. (Use additional paper, if necessary, and do not feel confined to these specific questions; if you wish to discuss any relevant topic, feel free.)

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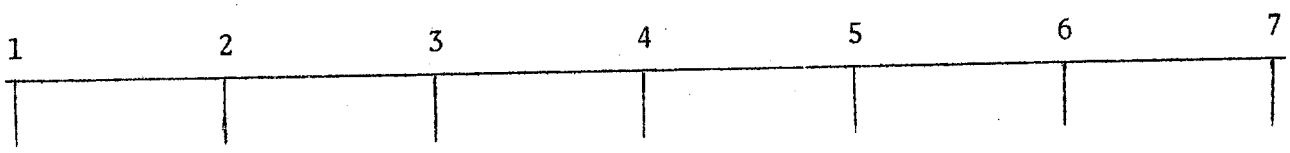
Slight — Highly Satisfactory



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2. Identify the most effective or valuable presentations, visits or exercises in the course and explain why.

3. Identify the least effective presentations, visits or exercises and explain why.

4. Please comment on course focus and balance. That is, was proper time devoted to each topic? Were some overdone at the expense of others? Are there any general topics you believe to be pertinent to this class which were not included at all?

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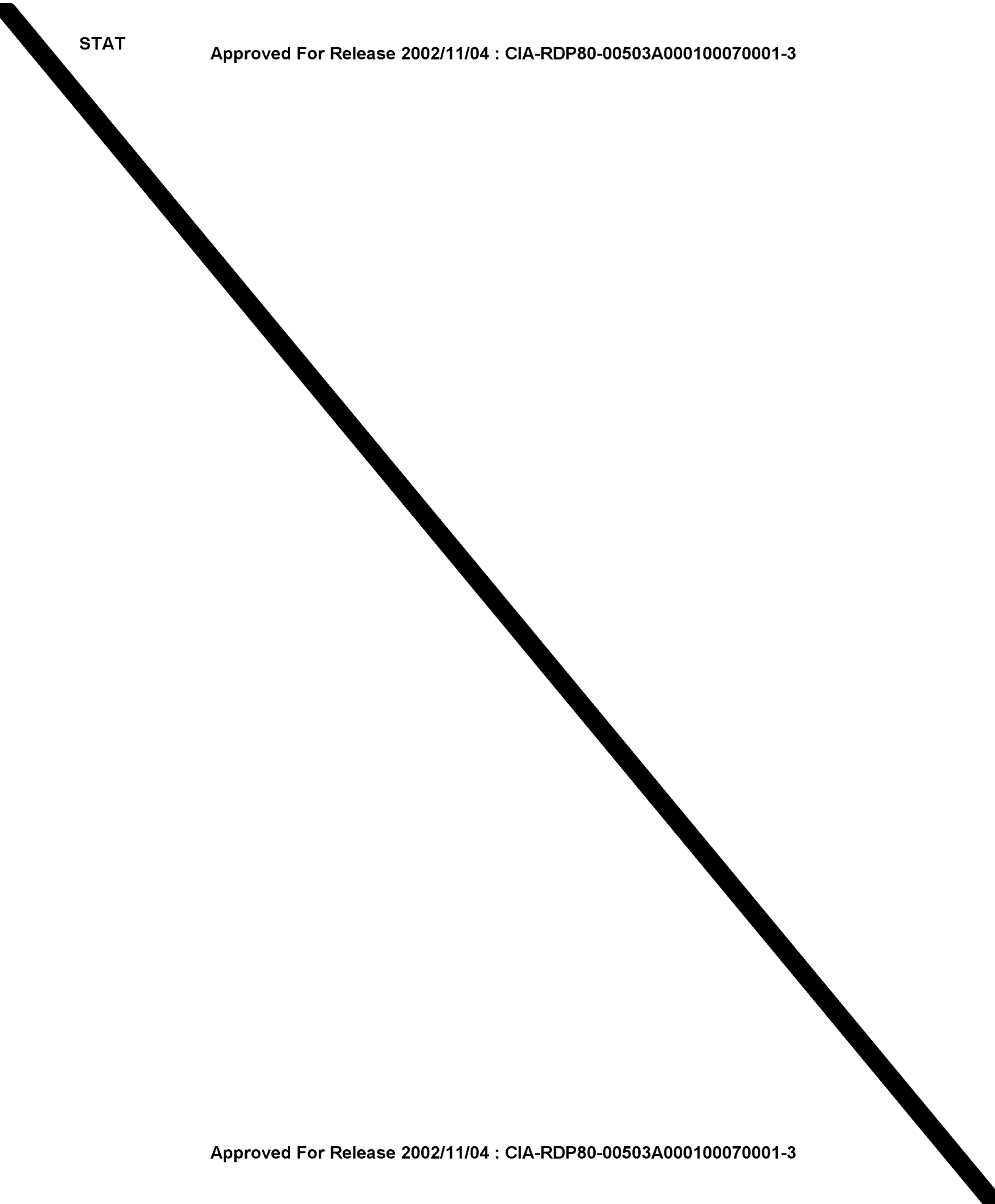

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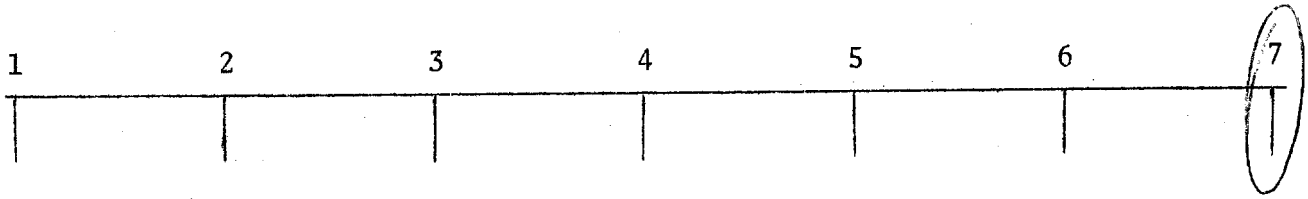

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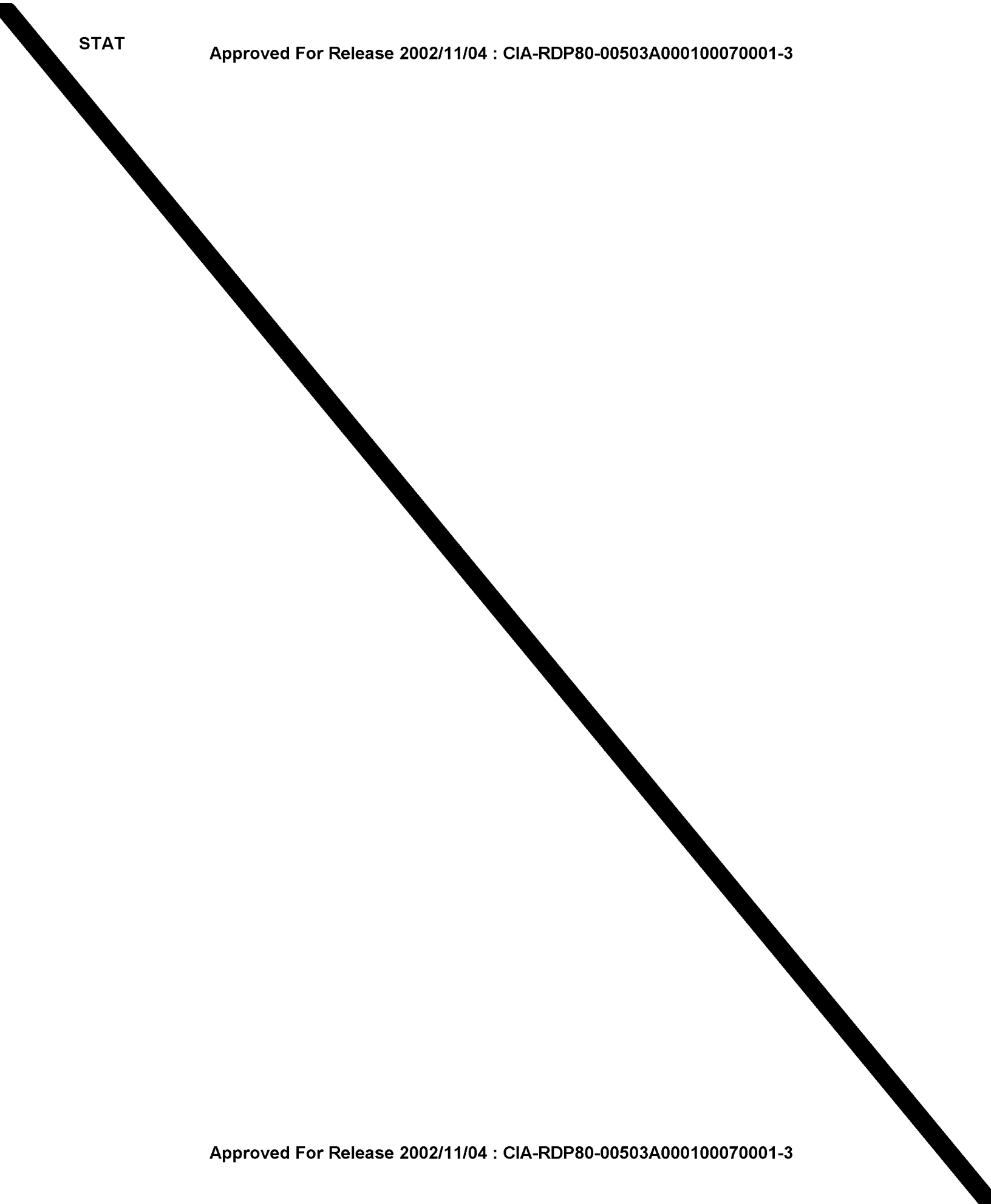

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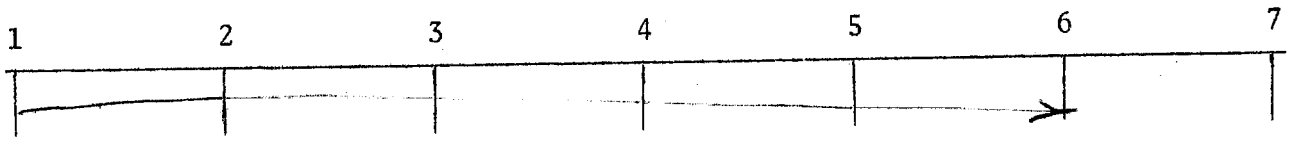

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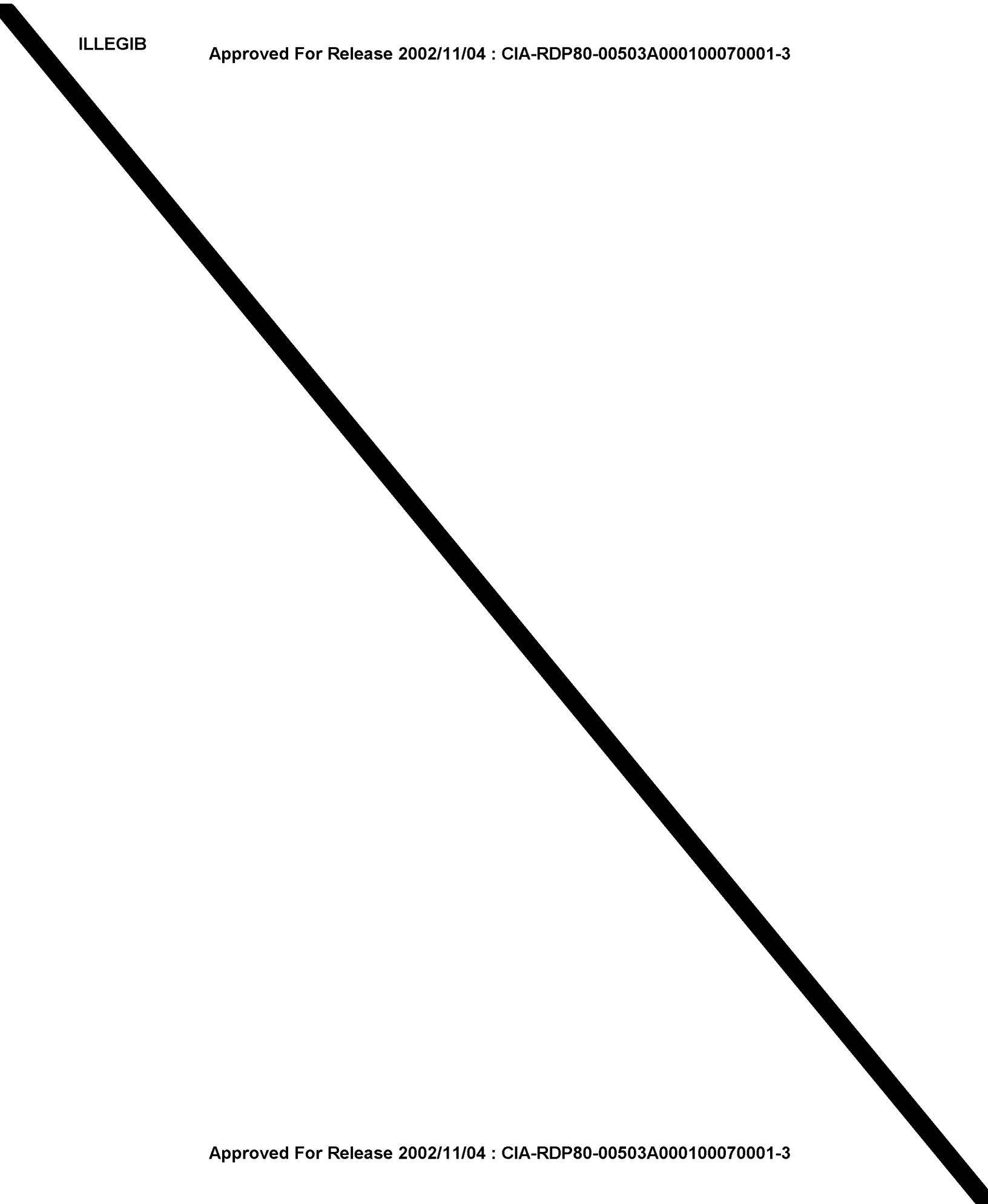

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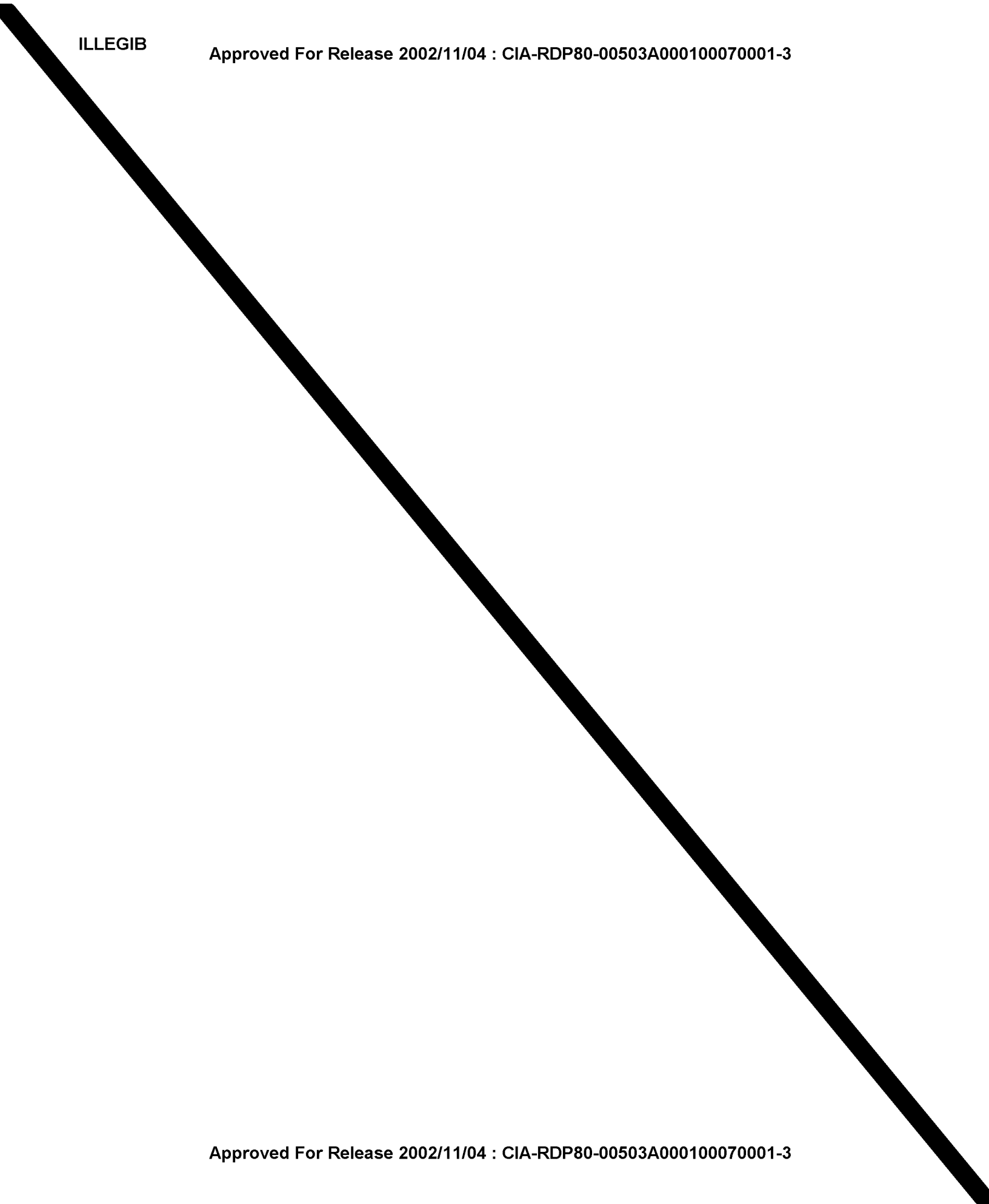

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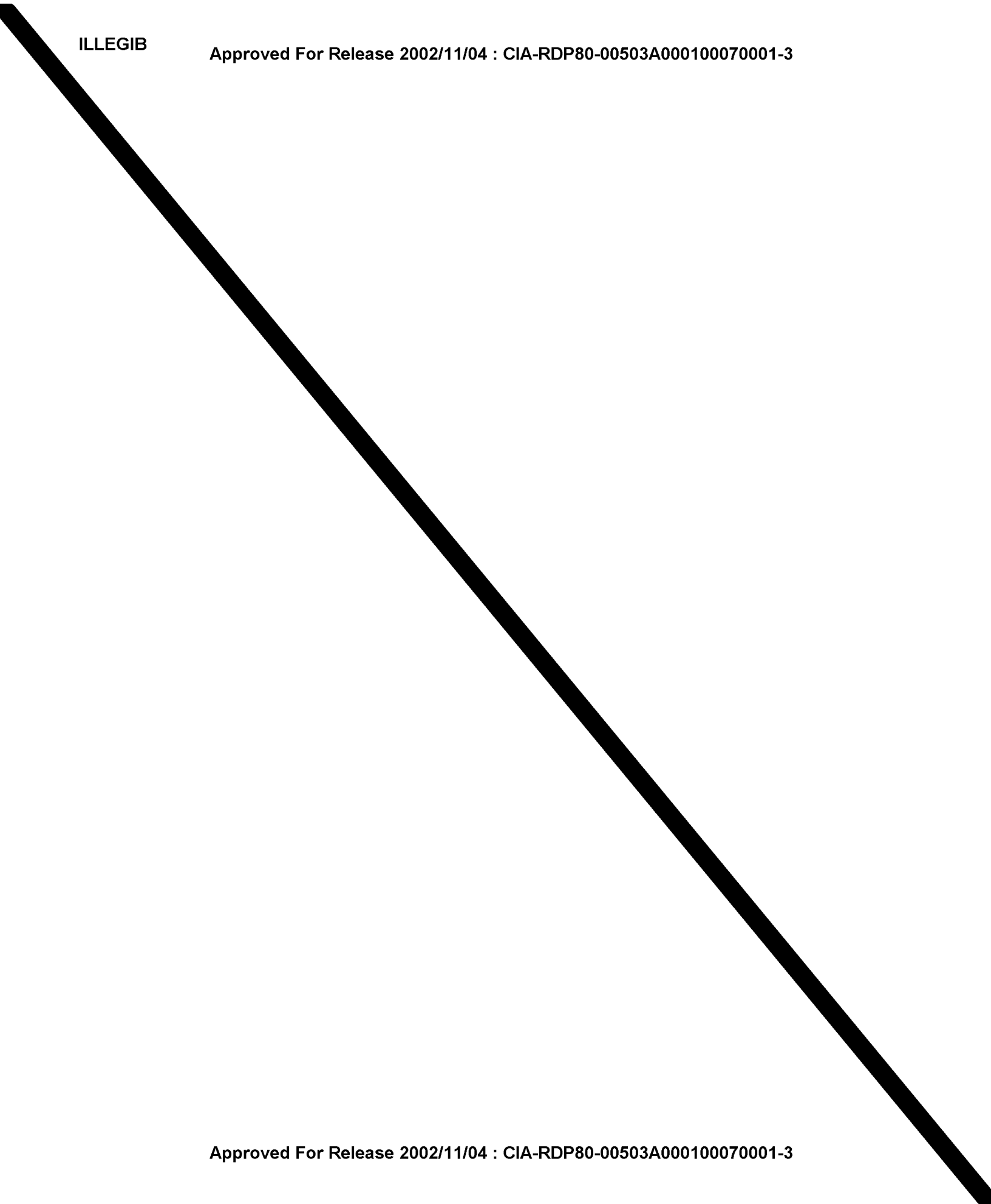

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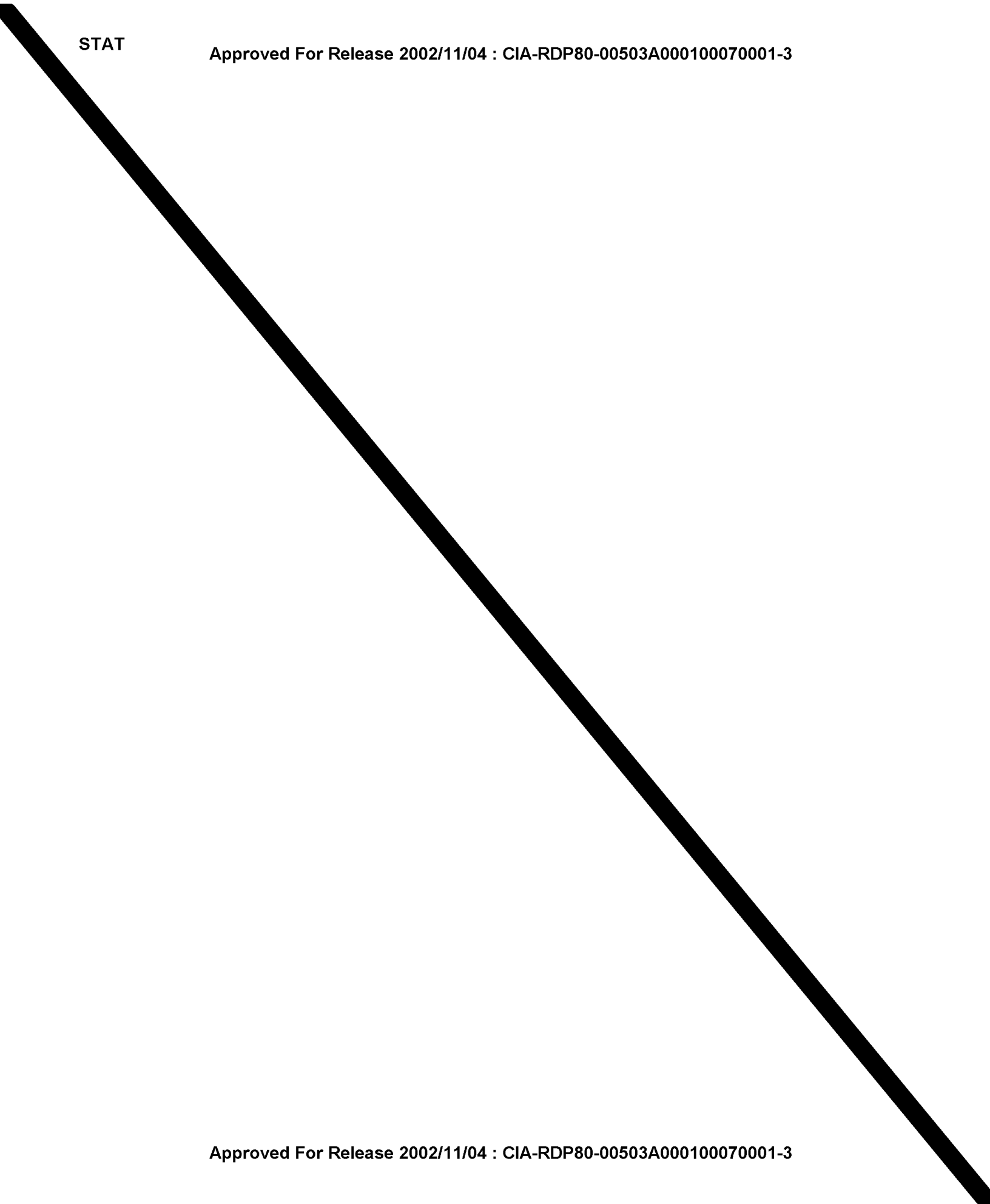

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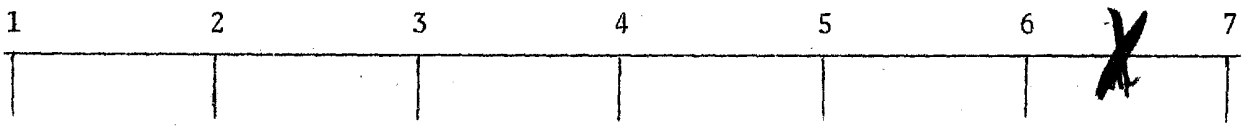

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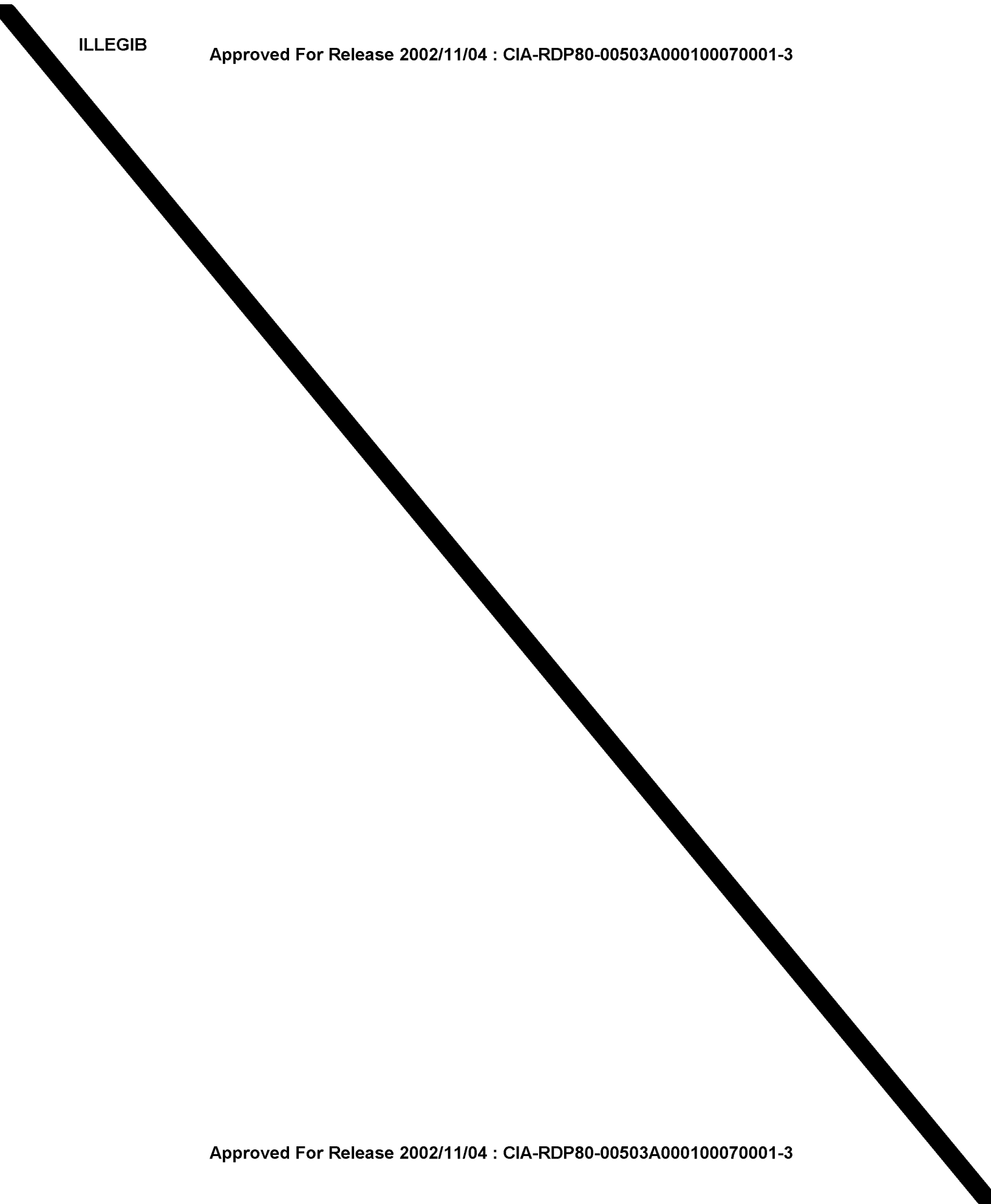

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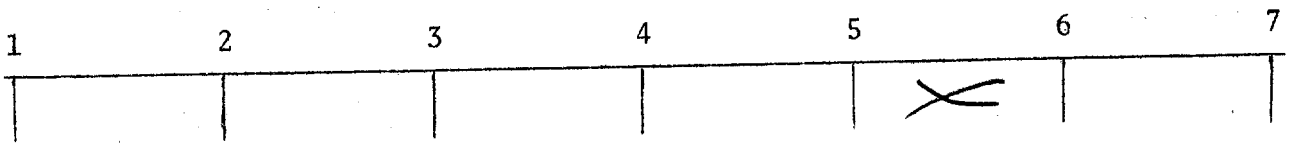

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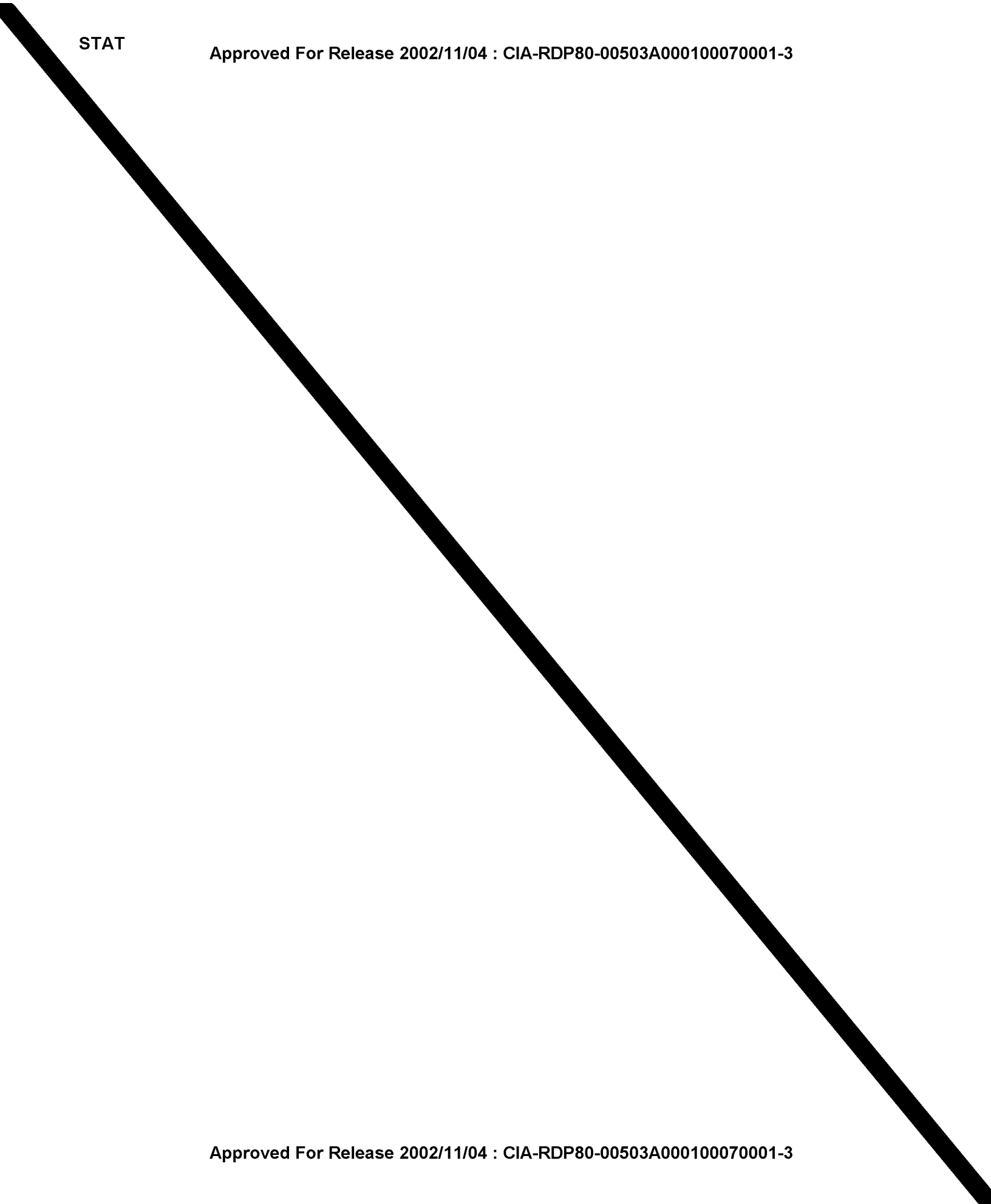

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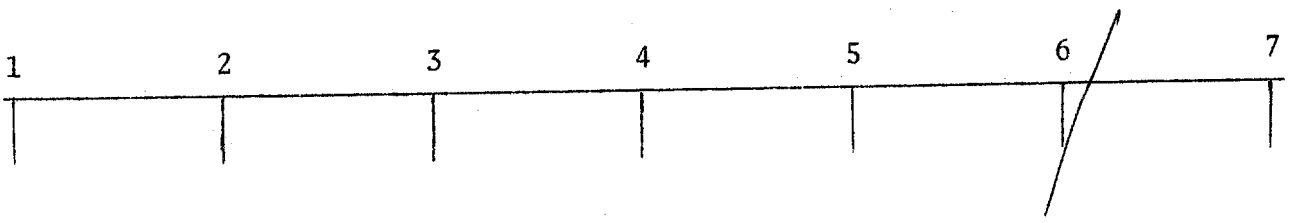

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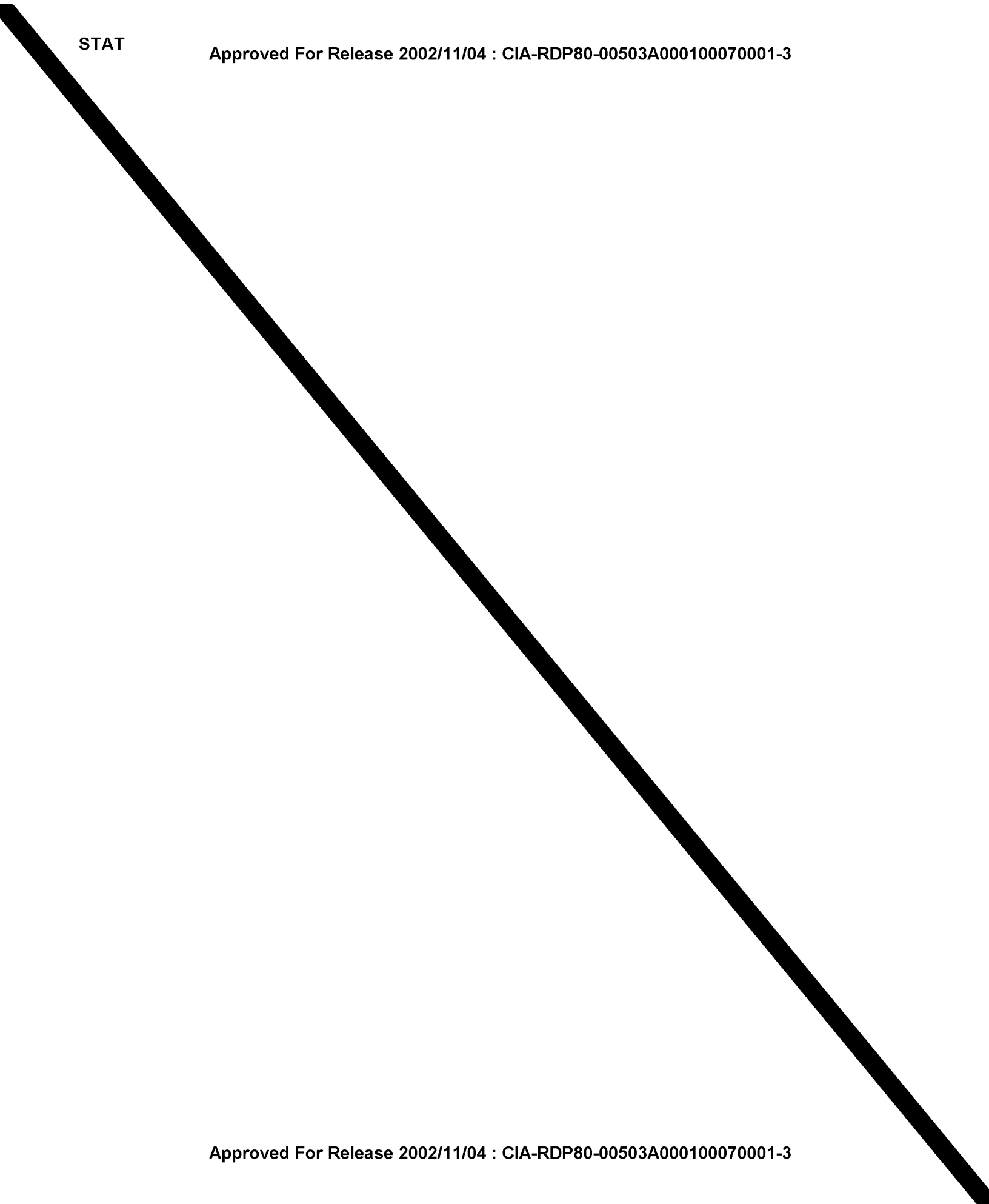

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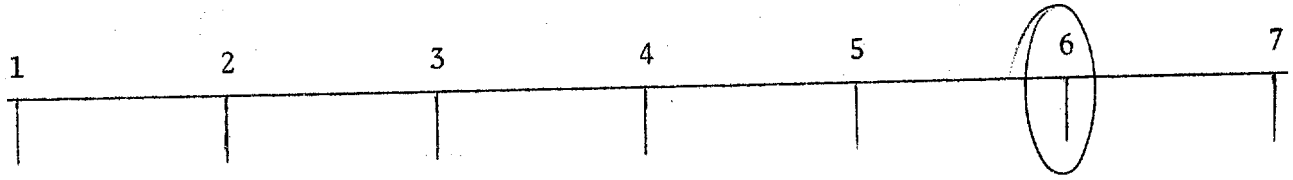

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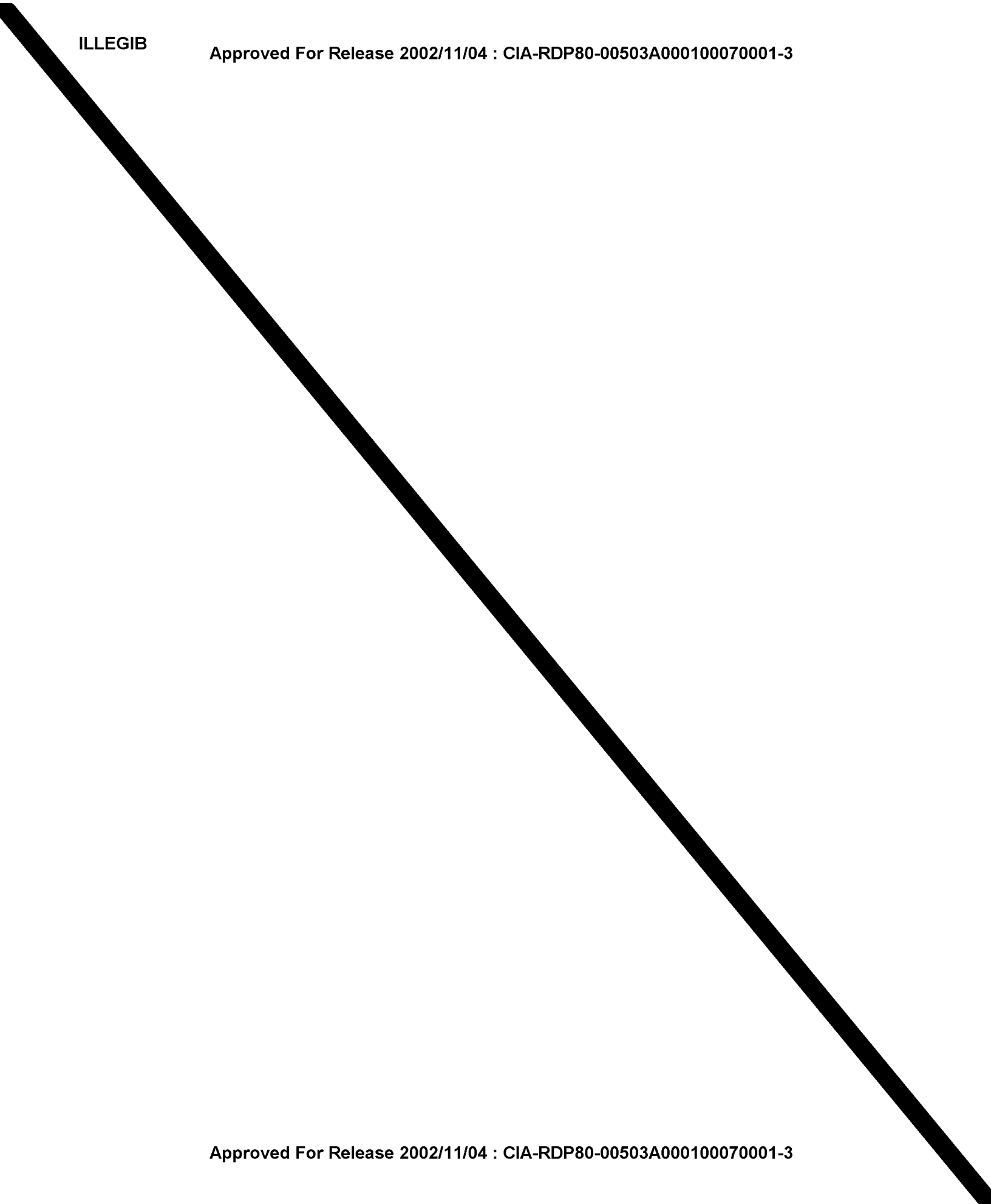

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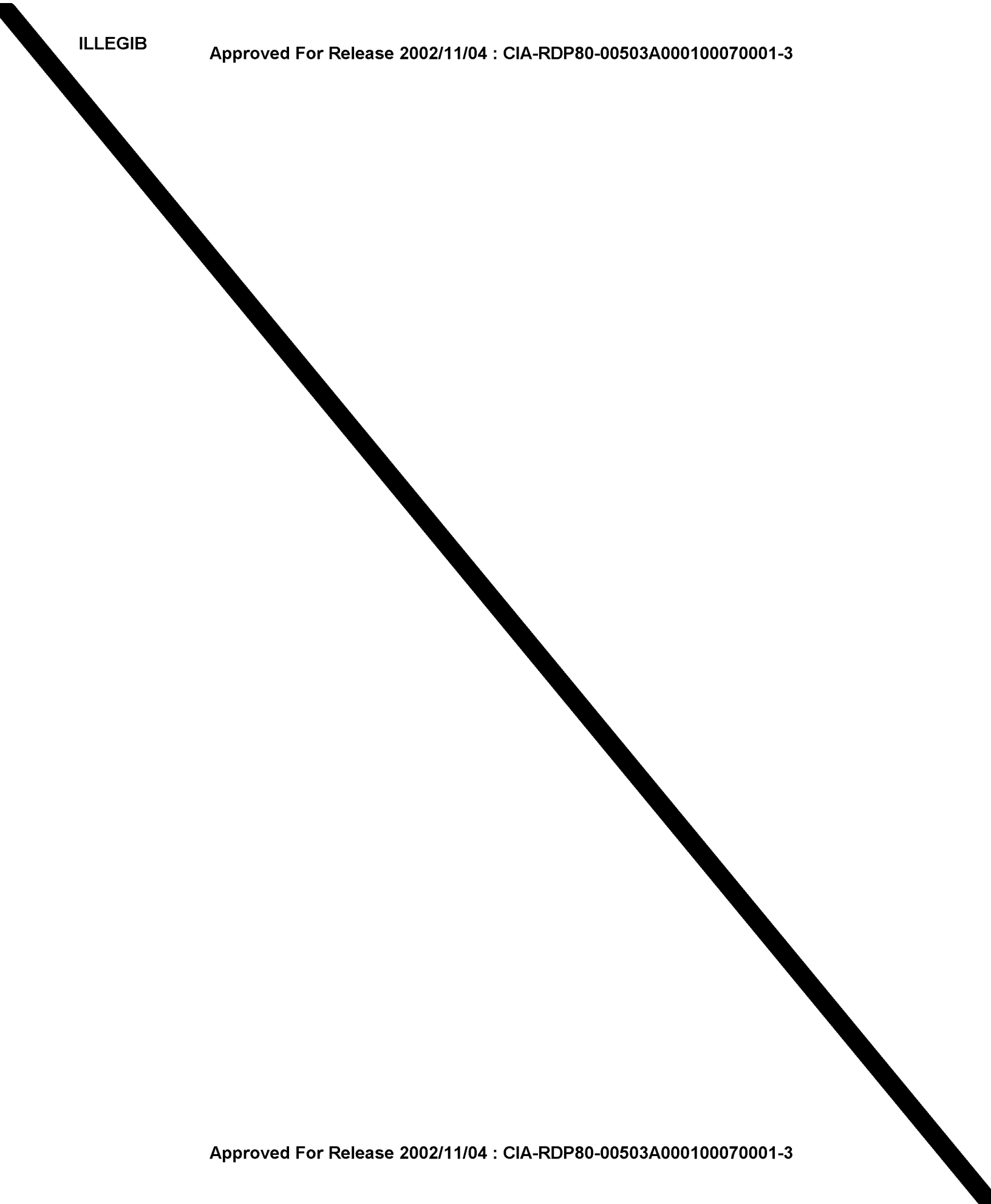

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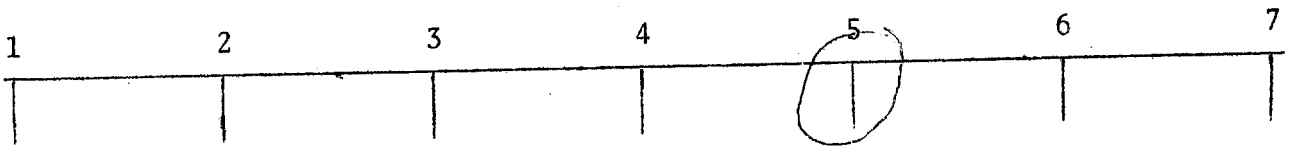

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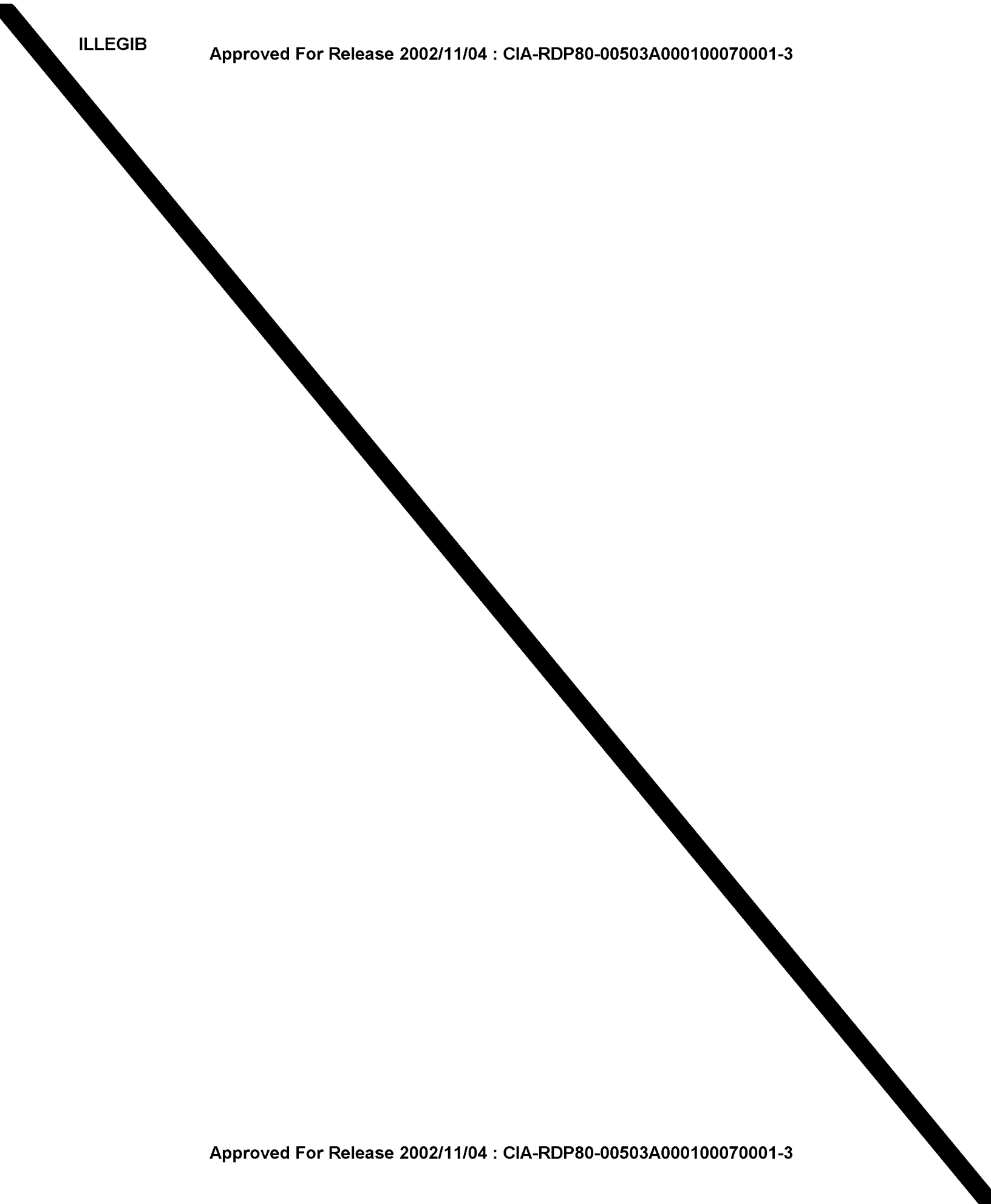

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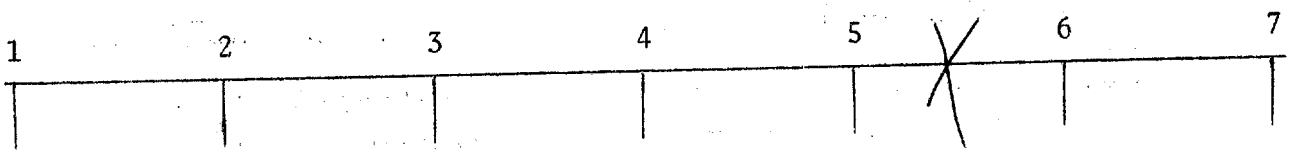

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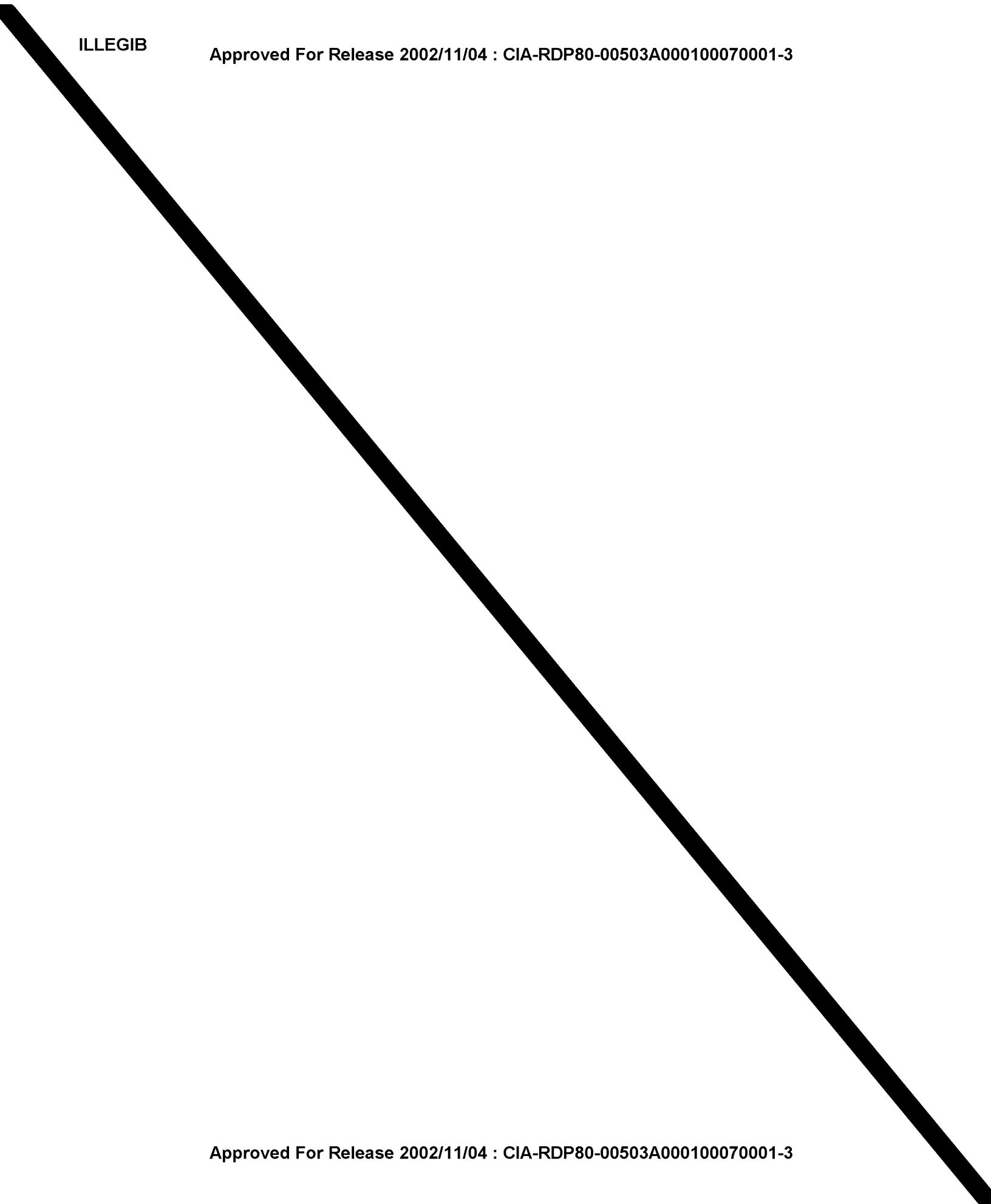

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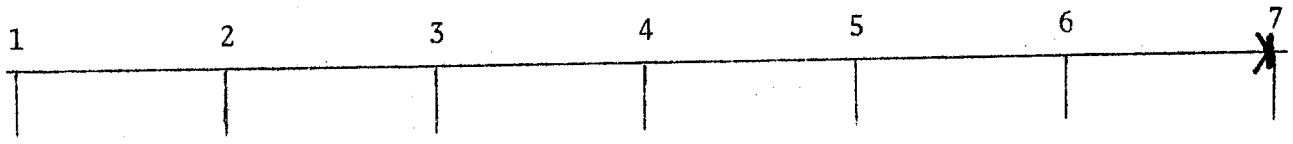

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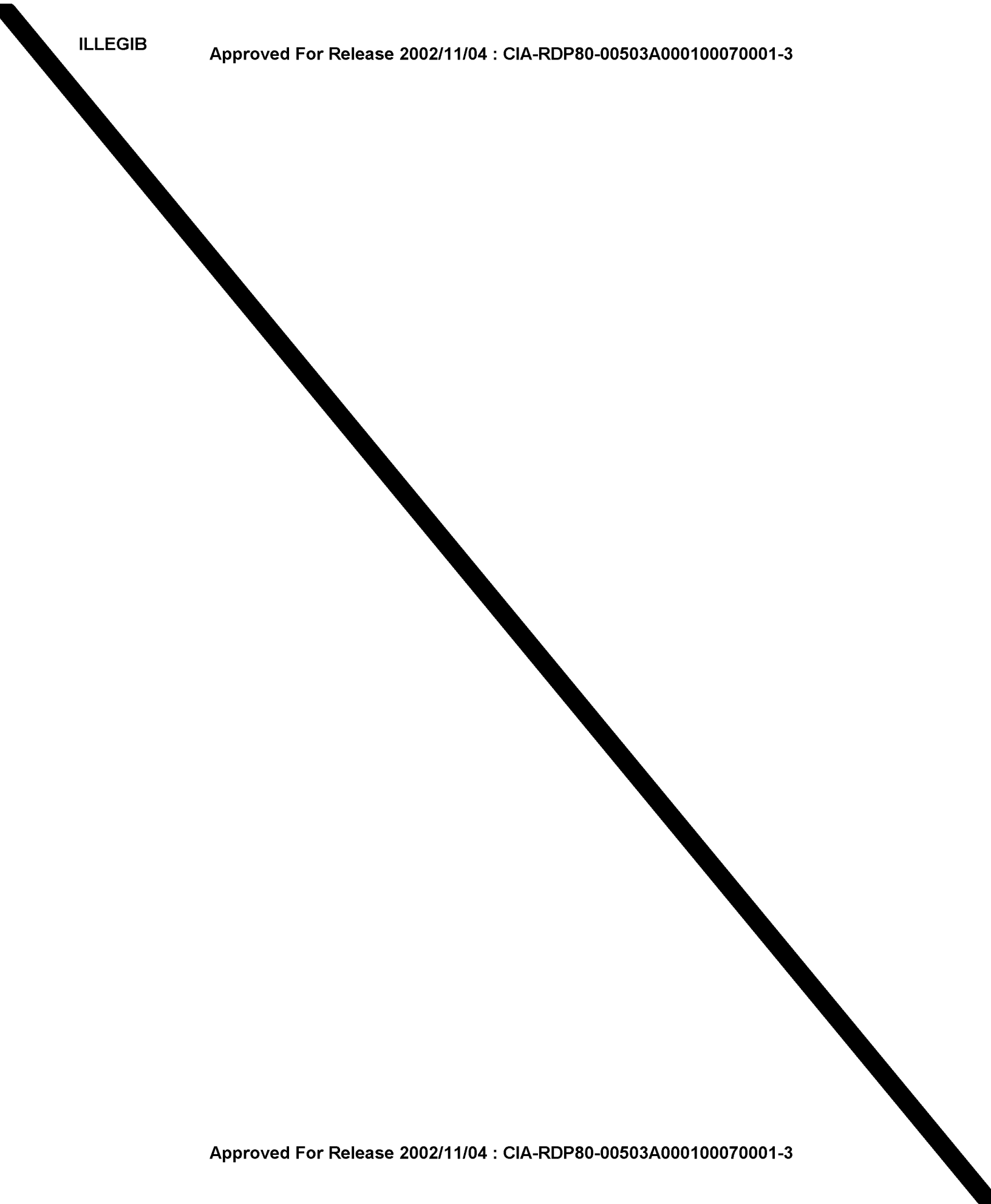

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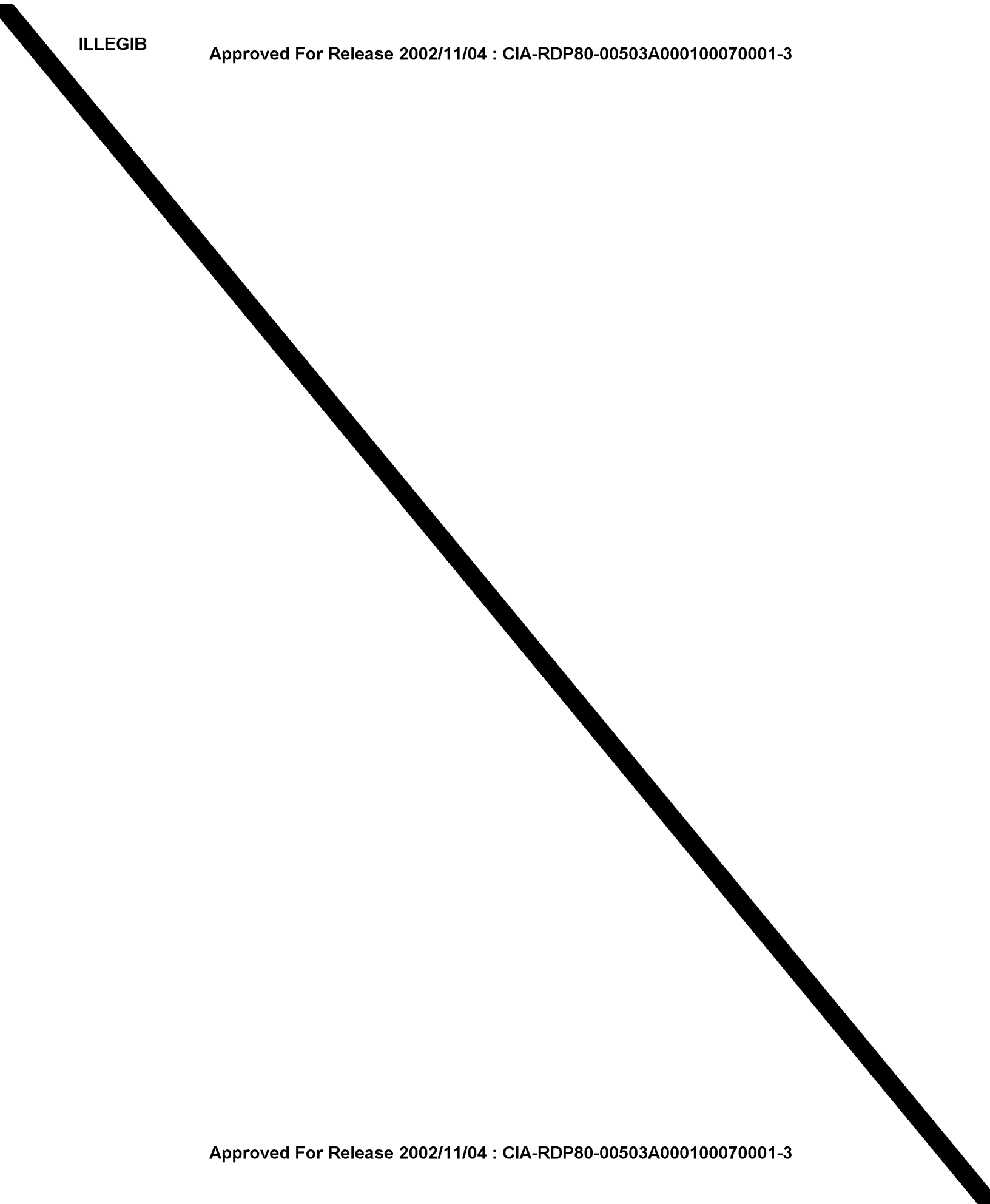

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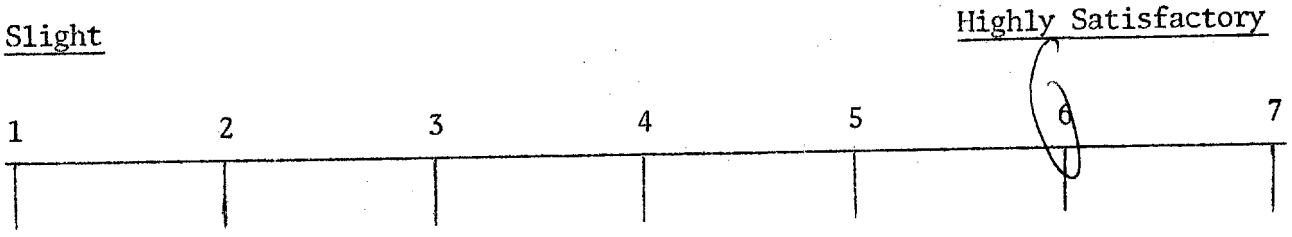

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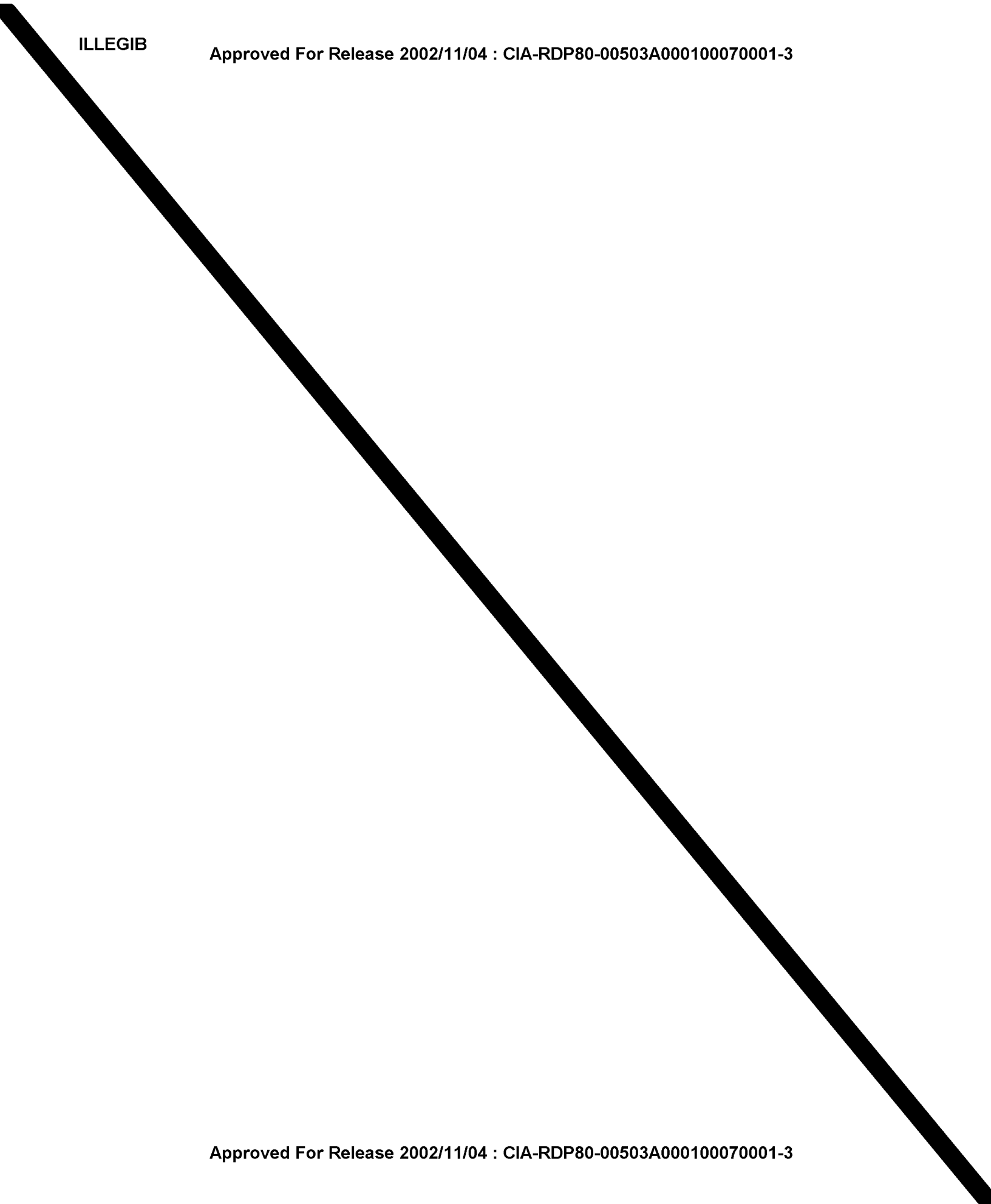

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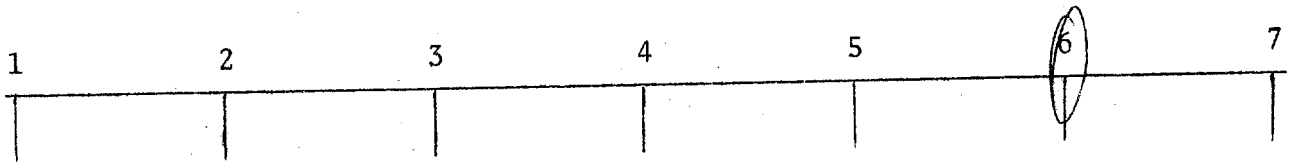

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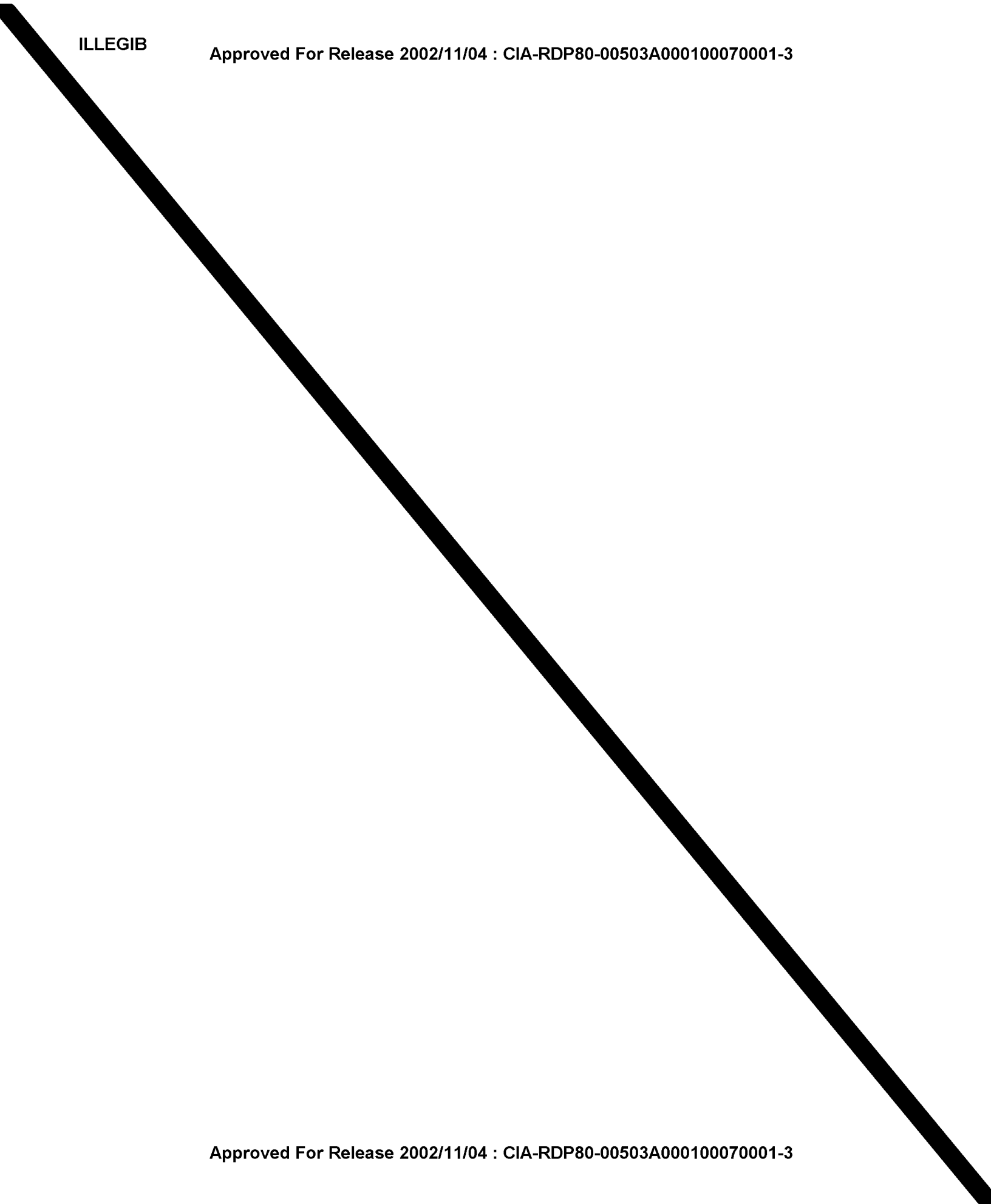

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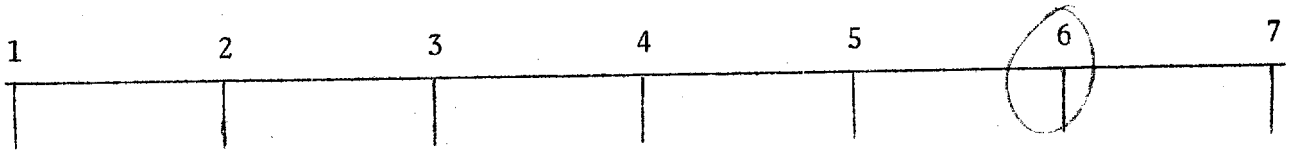

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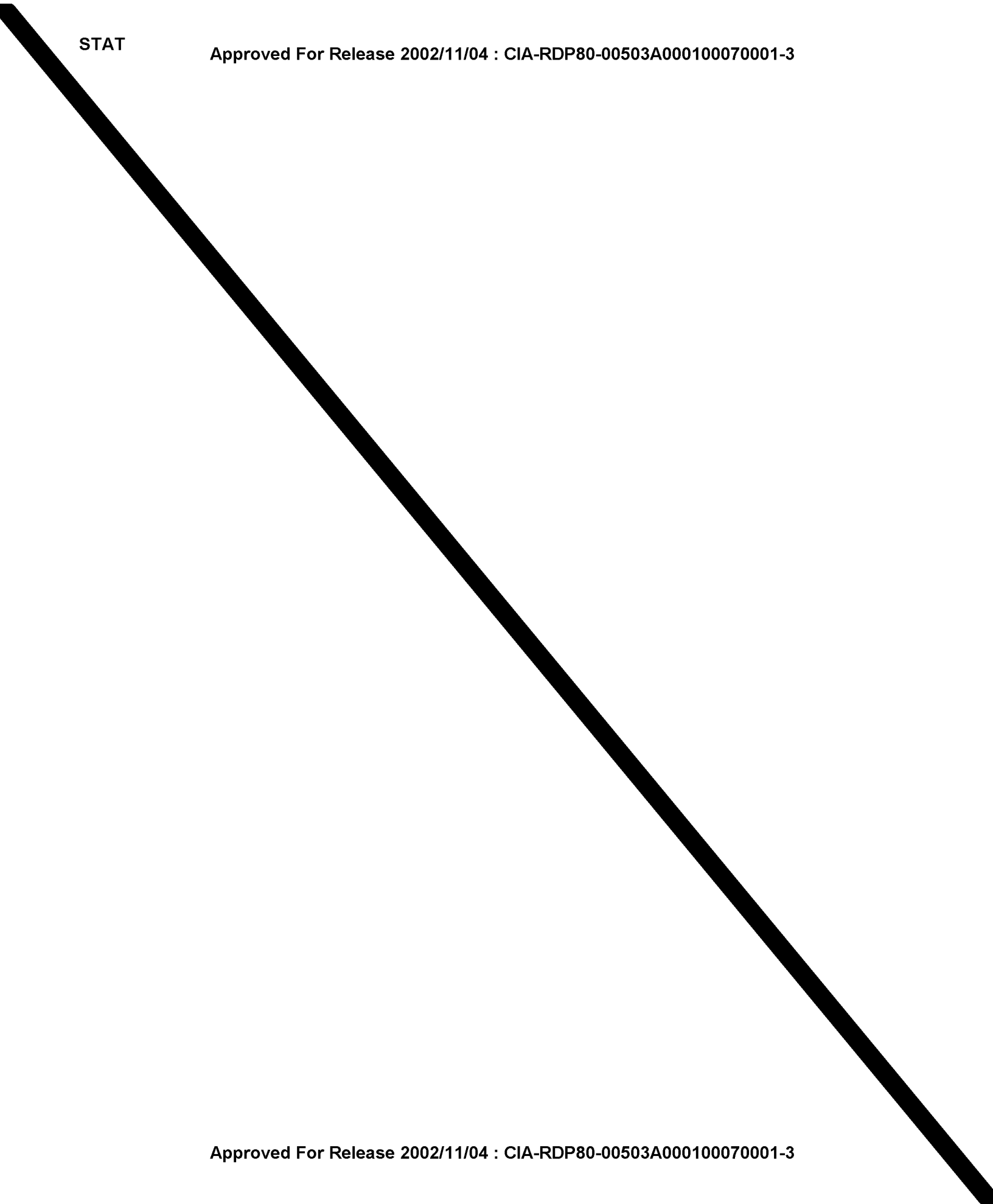

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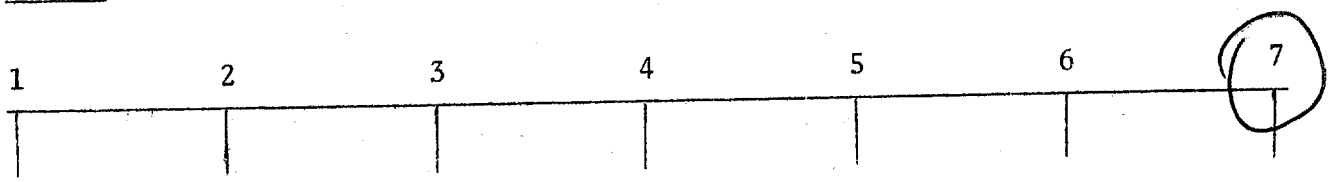

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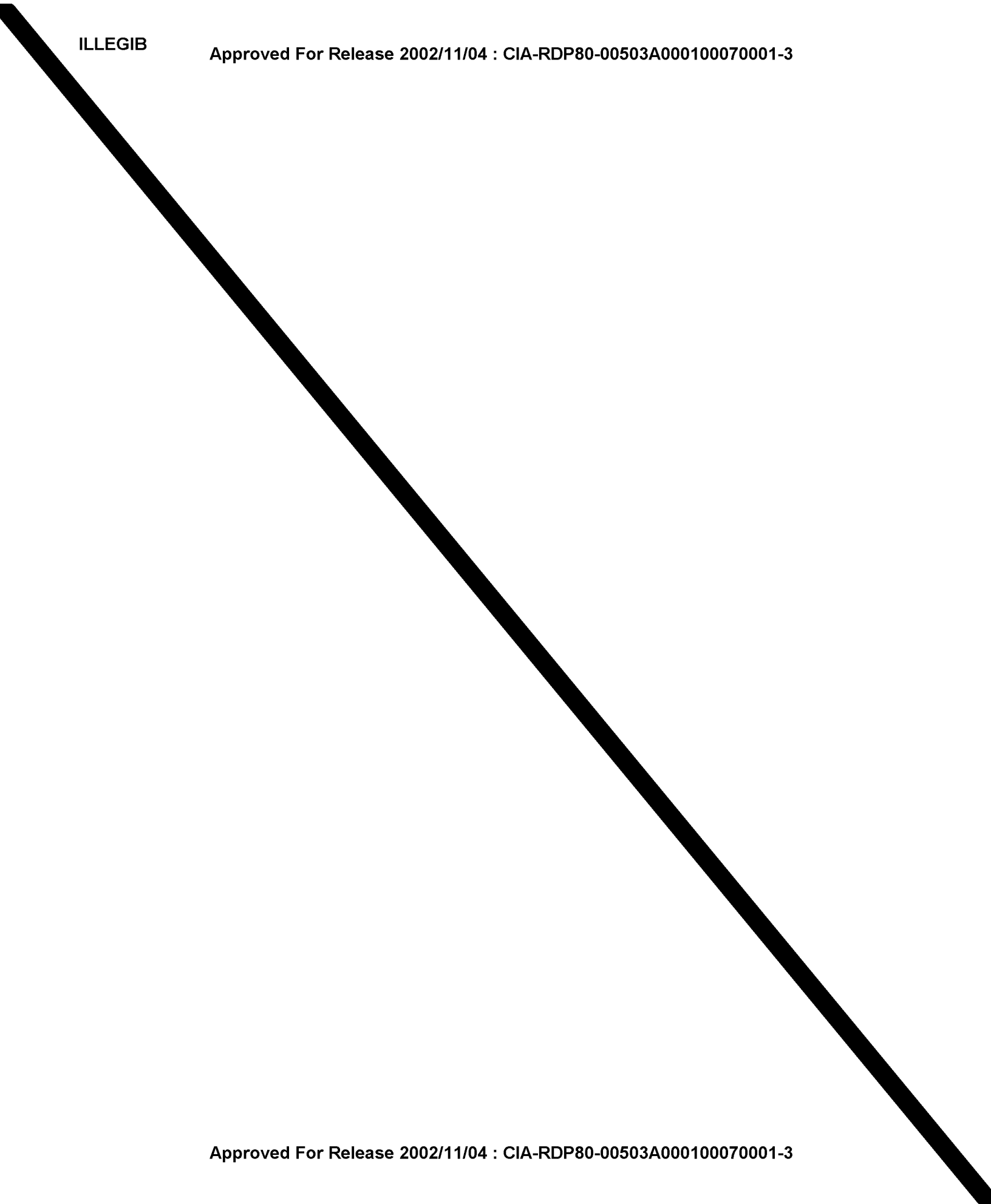

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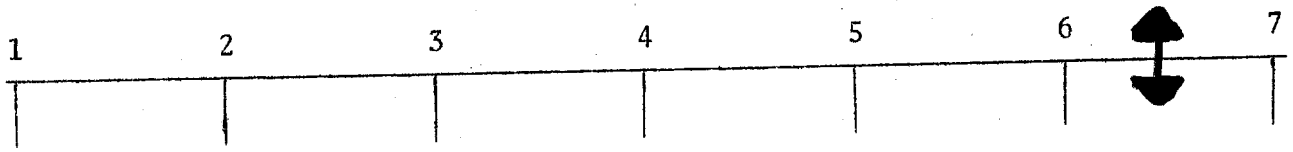

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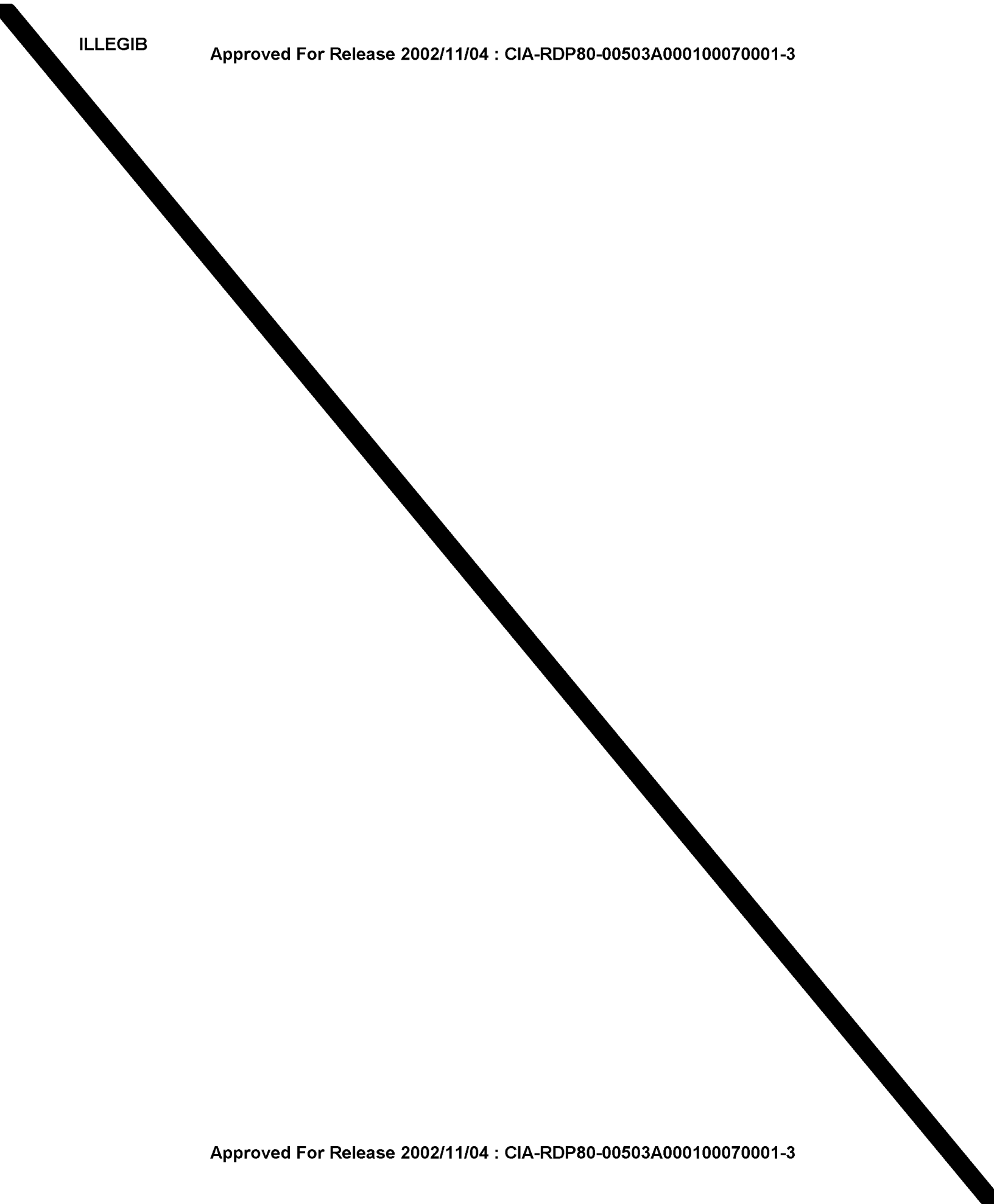

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Intelligence Process Course -- Evaluation Form

Name [ ] (Optional) STATINTL

You will recall there are four principal objectives of the IPC. Now that you have completed the course, you should:

--Have a basic knowledge of the intelligence process and the interaction that occurs among its several components: intelligence objectives; requirements; sources of collection; processing, storage, and retrieval of information; analysis; production; and presentation.

--Understand the contribution of intelligence to decision-making at the executive level and to supporting the executive level in carrying out national policies.

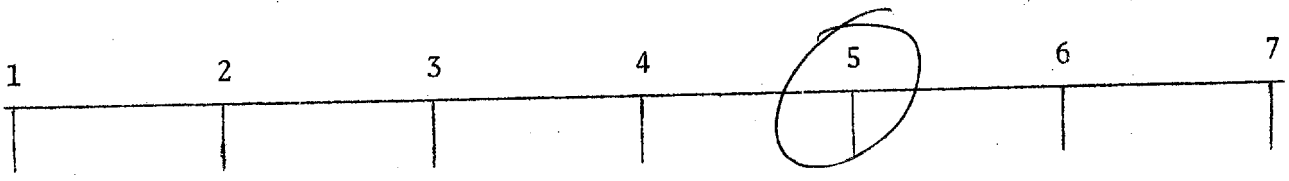
--Be familiar with the scope of intelligence research and the broad range of analytic methods developed within and used by the Agency and other members of the intelligence community to produce finished national intelligence.

--Be conversant with the variety of intelligence publications and production methods that are used to meet the requirements of foreign intelligence consumers.

The IPC undergoes continuous review and modification to achieve maximum utility, and any comments you make -- especially constructive suggestions for improvement -- will be valuable to us in designing the next course. (Use additional paper, if necessary, and do not feel confined to these specific questions; if you wish to discuss any relevant topic, feel free.)

1. Please indicate on the scale below the degree to which the IPC as a whole met its stated objectives:

Slight — Highly Satisfactory



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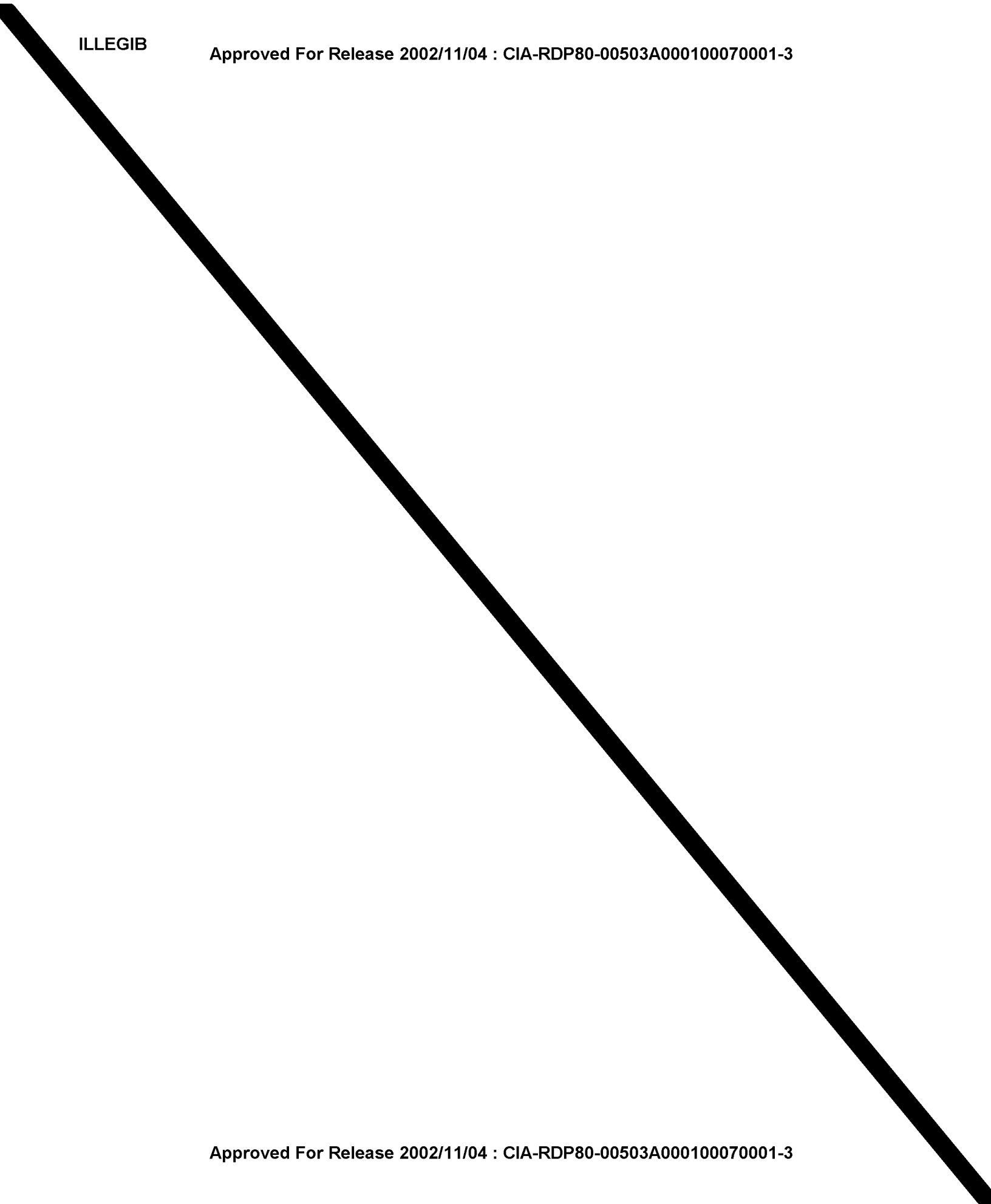

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